



Lancashire  
Enterprise Partnership

Appendix 'A'

# ASSURANCE FRAMEWORK

February-April 2018



## Contents

1. LEP Governance and Decision Making (Pages 4 - 11)
2. Local Authority Partnership working (Pages ~~12~~ - ~~13~~)
3. Transparent Decision Making (Pages ~~143~~ - ~~176~~)
4. Accountable Decision Making (Pages ~~187~~ - ~~2018~~)
5. Ensuring Value for Money (Pages ~~2119~~ - ~~2826~~)

### Annexes

- Annex 1. LEP Board Membership and LEP Committee Terms of Reference (Pages ~~297~~ - ~~620~~)
- Annex 2. Protocol on the Disclosure of Confidential Information (Page ~~631~~)
- Annex 3. Guidance on publication of meeting papers and agendas – Compliance with the Local Government Act 1972 (Pages ~~642~~ - ~~664~~)
- Annex 4. LEP Director and Committee Member Protocol (Pages ~~675~~ - ~~697~~)
- Annex 5. Code of Conduct for LEP Board Members (Pages ~~7068~~ - ~~7169~~)
- Annex 6. Observers Protocol (Page ~~720~~)
- Annex 7. Directors Interests Policy (Page ~~731~~)
- Annex 8. Gifts and Hospitality Policy (Page ~~742~~)
- Annex 9. Board and Sub Board Members Allowances Scheme (Pages 75 to 76)
- Annex ~~109~~. Confidential Reporting of Complaints Policy and Procedure (Pages ~~773~~ - ~~795~~)

Formatted: Indent: Left: 0 cm, Hanging: 2.54 cm

Annex ~~110~~. Whistleblowing Policy (Pages ~~8076~~ – ~~873~~)

Annex ~~121~~. Communications Protocol (Pages ~~884~~ - ~~9688~~)

Annex ~~132~~. Growth Deal Assessment Criteria (Page ~~9789~~)

Annex ~~143~~. ~~Skills Funding Agency~~ Education and Skills Funding Agency – Conflict of Interest Protocol (Pages ~~980~~ - ~~991~~)

Formatted: Indent: Left: 0 cm, First line: 0 cm

## 1. LEP Governance and Decision Making

### 1.1 Structure

The Lancashire Enterprise Partnership (LEP) is a Company Limited by Guarantee, incorporated in England and Wales in September 2010 under the provisions of the Companies Act 2006. Its objects, powers and framework of governance are set out in its Articles of Association. Lancashire County Council is the Accountable Body for the LEP.

### 1.2 Geography

The geographical area covered by the LEP is coterminous with the boundaries of the County Council and the unitaries of Blackpool Borough Council and Blackburn with Darwen Borough Council. It encompasses the 12 district councils of: Burnley; Chorley; Fylde; Hyndburn; Lancaster; Pendle; Preston; Ribble Valley; Rossendale; South Ribble; West Lancashire; and Wyre.

### 1.3 Board

The LEP Board has been established in accordance with a Government requirement that all LEPs be chaired by a private sector director with at least 50% of its Board drawn from the private sector, and public sector members drawn from local authority leaders and other relevant public sector organisations. The Board currently comprises five Local Authority representatives with 12 Board directors drawn from private sector businesses. The local university sector is represented by the Vice Chancellor of Lancaster University and the Chairman of The University of Central Lancashire (UCLAN).

#### Diversity

The LEP, as a wholly owned company of the County Council, adheres to the County Council's Equality and Diversity policy which can be accessed here:

<http://www3.lancashire.gov.uk/corporate/web/?siteid=5580&pageid=33450&e=e>

The LEP Board is also committed to ensuring that the Board and any Committees or Sub Groups of the Board have diverse representation that is reflective of the Lancashire Business Community (including the geographies and protected characteristics) as contained within the Equality Act 2010.

To provide leadership and impetus to the delivery of LEP priorities, Board Champions have been appointed to drive key areas of work. By utilising the skill-sets of Board directors all key areas of LEP activity have a leading Board Champion.

The LEP has ~~appointed~~ identified the need for a dedicated SME Board Champion following the resignation of Mike Damms MBE from the Board.

All Board Champions are set out in **Annex 1**.

Lancashire County Council, as sole Member of the Company, appoints and removes all of the Company's directors following Board recommendation. However, it is the Board's practice to regularly review Board membership, in light of changes in LEP responsibilities, to ensure the Board is equipped with the skill-sets and expertise required to perform its duties. All new director memberships are considered and agreed by the LEP Board.

The Articles of Association provide that the maximum number of directors is 250, with four as a minimum. No member of the Board receives any remuneration for their service on the Board. A full list of Board members is provided at **Annex 1**. The Board meets in an agreed cycle that is designed to ensure that operational requirements are met. Board meetings are also called to consider policy decisions and/or operational requirements, with deadline implications, which cannot wait until the next the scheduled meeting. All new Board members are provided with an induction, which includes the requirements placed on Board members in the Code of Conduct to comply to the Nolan Principles.

#### 1.4 Committees

A copy of the Company's Committee structure is provided at **Annex 1**. The Board of Directors has approved the creation of eight Committees each with their own Terms of Reference, provided at **Annex 1**. The Committees meet in accordance with an agreed cycle that is designed to ensure that operational requirements are met. Committee meetings are also called to consider issues, with deadline implications, which fall outside the agreed meeting schedules.

#### 1.5 Transport for Lancashire Committee

This Committee was appointed by the Board in 2013 and revised Terms of Reference were agreed in January 2018. The primary objective of Transport for Lancashire is to advise the LEP Board on strategic transport initiatives in Lancashire, Blackpool and Blackburn. Full (voting) members of Transport for Lancashire comprise:

- (i) Lancashire County Council (Leader or nominee) – **(Chair)**
- (ii) Blackburn with Darwen Borough Council (Leader or nominee)
- (iii) Blackpool Borough Council (Leader or nominee)
- (iv) Chair and Vice Chair of the LEP (or nominees)

Participating observers (non-voting):

- (i) Department for Transport
- (ii) Highways Agency
- (iii) Network Rail

#### 1.6 Executive Committee

This Committee was appointed by the Board in March 2013 to enable decisions of the Board to be taken between Board meetings. The Committee has full powers to take decisions on behalf of the Board. The Committee comprises five Directors; the quorum for decision making is three Directors.

The Membership of the Committee is:

- a. The Chair of the LEP Board (**Chair**)
- b. The Vice-Chair of the LEP Board
- c. LEP Director, Mr Mendoros, ~~Owner Manager of Euravia Engineering~~
- d. LEP Director, County Councillor Geoff Driver CBE, Leader of Lancashire County Council
- e. Plus one current vacancy

#### 1.7 City Deal Executive

The City Deal Executive was established to oversee the delivery of the City Deal and to take key strategic decisions in this regard. It was appointed by the Board in November 2013 and comprises the following members:

- The Chair of the LEP (or their nominee) (**Chair**)
- The Leader of Lancashire County Council (or their nominee)
- The Leader of South Ribble Borough Council (or their nominee)
- The Leader of Preston City Council (or their nominee)
- The Vice-Chair of the LEP (or their nominee) and
- The LEP's Champion for Strategic Development (or their nominee)

#### 1.8 City Deal Stewardship Board

The City Deal Stewardship Board has the remit of overseeing the disposal and development of the assets listed in the City Deal document, in accordance with wider City Deal economic and housing growth objectives. It was appointed by the LEP Board in December 2013 and comprises the following members:

- a. The North West Executive Director of ~~Homes England~~ ~~the HCA~~ (or their nominee) (**Chair**)
- b. The Chief Executive of Lancashire County Council (or their nominee)
- c. The Chief Executive of South Ribble Borough Council (or their nominee)
- d. The Chief Executive of Preston City Council (or their nominee) and
- e. The LEP's Champion for Strategic Development (or their nominee)

### 1.9 Enterprise Zone Governance Committee

This Committee was established in 2012 with responsibility for setting and overseeing the strategic direction of the Lancashire Enterprise Zone. The Committee's terms of reference and membership were refreshed in February 2015 ~~with following the success in securing Blackpool Airport and Hillhouse Enterprise Zones.~~ It comprises the following members:

- Chair of the LEP (**Chair**)
- LEP Director, Cllr Simon Blackburn, Blackpool Council
- LEP Director, County Councillor Geoff Driver CBE, Leader of Lancashire County Council
- LEP Director, Mark Smith, ~~Vice Chancellor, University of Lancaster~~
- LEP Director, David Taylor, ~~Chairman, David Taylor Partnership~~
- **Plus one current vacancy**

Formatted: Highlight

~~Following the announcement of the Blackpool Enterprise Zone, in due course, governance arrangements will be amended to incorporate this development.~~

### 1.10 Lancashire Skills and Employment Board

This Committee was established in 2013 and is responsible for considering skills development priorities within Lancashire, Blackpool and Blackburn. The Skills and Employment Board has a memorandum of understanding with the Education and Skills Funding Agency and adheres to their Conflict of Interest Protocol (attached at **Annex 13**). The Skills and Employment Board comprises a minimum of five members and a maximum of 11 and current Members comprise:

- Amanda Melton (**Chair**), Chief Executive, Nelson and Colne College
- Beverley Robinson, Chief Executive, Blackpool and Fylde College
- Mark Allanson, Pro Vice Chancellor Edge hill University
- Steve Gray, Chief Executive, Training 2000
- Joanne Pickering, Chair of Lancashire HR Employers Network (**Deputy Chair**)
- Lynne Livesey Pro Vice Chancellor, University of Central Lancashire
- Paul Holme, Chair of the North West Training Provider Network
- Lindsay Campbell – Partner Director Campbell & Rowley Catering and Events Ltd

### 1.11 Performance Committee

This Committee was established to provide oversight on four key areas of performance: **Resources, Decision Making, Implementation and Monitoring and Evaluation.** The Performance Committee will not make recommendations on individual scheme approvals.

The Performance Committee comprises the following members:

- LEP Director, Liam Finnigan, ~~KPMG~~, **(Chair)**  
LEP Director, Edwin Booth, LEP Chairman ~~and E H Booths Ltd~~
- LEP Director, David Taylor, LEP Deputy Chairman, ~~David Taylor Partnership~~
- LEP Director, Graham Cowley
- Lancashire Leaders Nominee, Cllr Peter Rankin, Leader, Preston City Council
- **Plus one vacancy**

Formatted: Highlight

#### 1.12 European Structural and Investment Funds (ESIF) Arrangements

The ESIF partnership is not a committee of the LEP but will act as an advisory sub-committee of the National Growth Board providing Lancashire input into the management and delivery of the three ESIFs (ERDF, ESF & ERDF) programmes. The partnership is made up of a range of local partners inclusive of the public, private, voluntary and environmental sectors, LEP Board Directors and associated groups.

It is envisaged that the partnership will advise Government on the type and size of calls to be issued as well as commenting on funding agreements with Opt in organisations. It will act as the main conduit for local partners to engage with the ESIFs programme at a strategic level, including monitoring of delivery and evaluating performance.

#### 1.13 Implementation and Delivery Arrangements

Robust governance structure and implementation frameworks have been established to ensure the effective delivery of the LEP's key initiatives, specifically, the City Deal, the Enterprise Zone, the Growth Deal, Boost Business Lancashire and the Growing Places Fund. The implementation arrangements for the delivery of key initiatives are set out in **Annex 1**.

#### 1.14 City Deal Implementation and Delivery

The annual Infrastructure Delivery Programme is set by the City Deal Executive and Stewardship Board and is implemented under the direction of a Programme Board whose members include the Chief Executives of local partners. The Programme Board considers issues to be referred to the City Deal Executive.

A Project Team is responsible for driving forward the Programme, allocating resources, considering quarterly progress reports, managing and addressing risks to the implementation plan and initiating pieces of work to facilitate the delivery of the Deal. The Project Team is chaired by the City Deal Project Director and includes senior representatives from each of the local partners.

At the project level, a series of working groups oversee the development, co-ordination and operational delivery of each of the schemes in the Programme.

**Planning and Co-ordination Group** – supports the Joint Advisory Committee and ensures planning related issues are kept under review.



**Infrastructure Delivery Group** – is responsible for preparing, implementing and monitoring progress on the City Deal Infrastructure Programme which includes all elements of highway, housing and community infrastructure (health, education, open space).

**HCA-Homes England Liaison Group** – supports the City Deal Stewardship Board and the ~~HCA-Homes England~~ in the preparation of the Business and Disposal Plan, ensuring its alignment with the Infrastructure Delivery Programme and the communications and Marketing Plan. The Group oversees the development of quarterly progress reports for submission to the Stewardship Board.

**Finance Group** – ensures appropriate operating procedures are in place for the City Deal Infrastructure Delivery fund and prepares quarterly finance monitoring reports for submission to the Executive.

**Communications Group** – prepares, implements and monitors progress on the City Deal Communications and Marketing plan. The Group is responsible for co-ordinating scheme specific communications at the local level as well as developing and implementing marketing proposals for the City Deal.

**Monitoring Group** – responsible for the collation and monitoring of a range of agreed outputs and performance measures. The group prepares six monthly performance reports and prepares an annual monitoring schedule for submission to the Executive.

#### 1.15 Enterprise Zone Delivery and Implementation

Lancashire has secured three Enterprise Zones across four sites and together they form the Lancashire Advanced Manufacturing and Energy Cluster (LAMEC).

The strategic direction ~~of the Enterprise Zone (EZ)~~ of LAMEC is set by the Enterprise Zone Governance Committee.

EZ Programme Boards ~~will be~~ established and ~~will be~~ responsible for monitoring and reporting of commercial, financial, development and planning matters and the on-going delivery of their respective Enterprise Zone. The Programme Boards ~~will~~ include members from commercial partners, private sector landowners, national government departments ~~and~~ local authority partners ~~and Lancashire County Council officers.~~

#### 1.16 Growth Deal Delivery and Implementation

For each round of Growth Deal funding or other national policy initiatives such as Enterprise Zones, the LEP Board is presented with a scoring matrix and prioritisation framework, consistent with prevailing national guidance. This ~~has approach was also shared with the been presented to the LEP Board and Shadow~~ Combined Authority. ~~Our Accountability Framework~~ This Assurance Framework also sets out the LEP's business case development process.

The LEP Board has established a Growth Deal Management Board to ensure the Growth Deal Programme moved forward to implementation stage. The Board, chaired by LEP Director Graham Cowley, has oversight of the preparation of the Growth Deal Implementation Plan and the Growth Deal Monitoring and Evaluation Framework. The Board reports directly to the LEP Board. The Board comprises the following members:

- Graham Cowley, LEP Director, **(Chair)**
- Sue Procter, Director, Programmes and Project Management, Lancashire County Council
- Alan Cavill, Director of Place, Blackpool Council
- [Denise Park, Deputy Chief Executive, Blackburn with Darwen Borough Council](#)
- Dr Michele Lawty-Jones, Director, Lancashire Skills Hub
- ~~Gareth Smith, Project Director and Head of Regeneration, Barnfield Investment Properties, Gareth Smith Consulting~~
- Michael Ahern, Chief Operating Officer, The University of Central Lancashire (UCLan)
- Julie Whittaker, Economic, Housing and Regeneration Manager, Pendle Borough Council

The Growth Deal Management Board has the following delivery arrangements in place:

#### **Growth Deal Programme Manager and Monitoring and Evaluation Working Group**

The Growth Deal Programme Manager supported by the Monitoring and Evaluation working group, including; theme leads and legal and finance specialists, is responsible for the effective and compliant delivery of the Growth Deal programme.

~~The Working Group Monitoring and Evaluation working group provides a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs.~~

~~is responsible for collating and analysing all progress and metric monitoring for the Growth Deal and is tasked with providing quarterly reports to the Growth Deal Implementation Group for their consideration.~~

The Growth Deal Programme Manager is tasked with providing updates on the performance of the Growth Deal Programme and individual Growth Deal schemes, to each meeting of the Growth Deal Management Board.

### 1.17 Business Support Delivery and Implementation

Boost Business Lancashire is the LEP's Growth Hub which ~~is~~ has been in operation since 2013. Boost is an integrated portal and gateway which routes ambitious and growth ~~hungry~~ focussed businesses to the best combination of public and commercial business support. In line with the national growth hub model, Boost brings together the best business support delivery organisations within the LEP area, and within 18 months of operation dealt with and referred over 1,000 businesses to a range of business support providers, including national business support programmes.

Strategic governance for Boost is provided by the Boost Programme Board. The Board is chaired by LEP Board director, Mike Blackburn.

The LEP is seeking to expand the membership of this group to further cement the strong relationships with major business representative bodies and key local business networks operating in Lancashire. This grouping of business representative bodies and brokers is currently engaged via the **LEP's SME Consultation Group**. It is the intention to review the operation of the Group and the merits of formally linking its activities with the strategic management of Boost, within the overarching governance framework of the LEP.

Boost has been funded using ERDF resources and local partner investment contributions. The existing offer covers start-up, mentoring, growth grants, innovation, an enhanced Growth Accelerator offer, and leadership/management coaching delivered by a range of expert partners. Boost also promotes complementary local offers such as Superfast Lancashire, the Access to Finance advice service and other business support opportunities. ~~(the Regional Growth Fund programmes of Fuse, ABG and ABG+.)~~

Formatted: Indent: Left: 0 cm

#### 1.18 Growing Places Delivery and Implementation

The LEP is responsible for the strategic investment of its £19.3m Growing Places Investment Fund (GPIF) which was established in 2012.

The fund is managed by the County Council, via a stage process; stage one assesses initial expressions of interest and market interest; stage two focuses on the management of successful funding applications and agreement of funding agreements; with stage 3 concerned with on-going monitoring and performance of the investment.

##### Stage One

The purpose of stage one is to ensure that the proposed scheme is aligned with the LEP's Strategic Economic Plan and also that repayment terms can be met within an agreed timeframe of usually two/three years. Stage one is progressed through meetings with the project sponsor and concludes with the preparation of Heads of Terms for consideration by the LEP Board, and approval (if agreed by the LEP Board) to prepare ~~a Facility Agreement~~ loan and security documentation.

**Stage Two**

Stage two involves the appointment of solicitors to negotiate and draft the detailed terms of the [Facility Agreement](#) [loan and security documentation](#).

**Stage Three**

Stage three ensures that the project is monitored and that the GPIF investment is drawn down and repaid, in accordance with an agreed financial and development programme agreed by the County Council and the project sponsor.

The LEP Board receives update reports on the management and performance of GPIF. Section 4 of this Assurance Framework provides further information on the financial management of the GPF.

## 2. Local Authority Partnership working

- 2.1 Over the last three years, the level and extent of LEP-local authority partnership working in Lancashire has continued to develop and increase. There is still more work to be done, but the LEP has actively engaged with local authorities in shaping new strategies, investment frameworks and partnership arrangements.
- 2.2 Local authorities have engaged with the LEP to establish new partnership working arrangements to improve policy alignment and strategic decision-making. For example, in creating Transport for Lancashire, as a sub-committee of the LEP, local highway authorities have established a powerful Local Transport Body to provide for the first time a strategic transport policy and investment framework focused on supporting the delivery of agreed economic and housing growth priorities.
- 2.3 The LEP and its local authority partners have also established new local development initiatives of national importance which, in turn, have led to the creation of new governance and partnership working arrangements. For example, the Preston, South Ribble and Lancashire City Deal is recognised as a national exemplar, in terms of its shared decision making arrangements, and in establishing a pooled strategic investment fund valued at over £430m, which combines local authority, Government and private sector funding streams and assets to support the delivery of agreed priorities.
- 2.4 The commitment to partnership working evidenced in the City Deal enabled the LEP and all the local authority partners to secure, through the City Deal, a 10-year transport funding allocation for Lancashire, from Government, which will be accelerated over 6-years. Lancashire is the only LEP area in England, without a combined authority, to have established such a position with Government.
- 2.5 The LEP has also established an agreed SEP with local authority partners. This framework has enabled Lancashire to secure levels of competitively secured Growth Deal funding that can only be significantly bettered by the leading Core Cities of Manchester, Leeds, Birmingham, Sheffield and Newcastle. The LEP currently has over 50 major growth initiatives underway or planned involving local authorities across Lancashire.
- 2.52.6 The SEP will be refreshed again in 2018 with a view to supporting the development of a Local Industrial Strategy for Lancashire.
- 2.62.7 Clearly, much has been achieved in recent years, but the LEP and local authority partners recognise the need to further improve partnership working arrangements to provide strong, transparent, inclusive and accountable leadership on local growth issues.
- 2.8 Local authorities in Lancashire continue to work together to consider and explore new collaboration arrangements. Local Authorities recognise the need to establish

Formatted: List Paragraph,Bullets,Dot pt,F5 List Paragraph,List Paragraph1,List Paragraph11, Left, No bullets or numbering

arrangements which are transparent, robust and capable of articulating a coherent shared vision for Lancashire, and which formally connect with the LEP to create a fully integrated approach to shaping, delivering and monitoring local growth and regeneration strategies.

Formatted: Normal, Left, No bullets or numbering

Formatted: Font: 12 pt, Font color: Auto

## 3. Transparent Decision Making

3.1 The LEP is committed to effective and meaningful engagement of local partners and the public and has established transparent arrangements and practises with regard to the decisions it makes.

### 3.2 The Website

The LEP has a dedicated website through which local partners and the public can keep in touch with progress on the implementation of its key initiatives and where key papers can be accessed.

### 3.3 Publishing Arrangements

This Assurance Framework and [all Terms of Reference documents for](#) the LEP Board and its-Committees ~~Terms of Reference~~ can be accessed on the ~~Lancashire~~-LEP website. All ~~a~~Agendas, papers, decisions and minutes of the LEP Board and its Committees can be accessed on the ~~Lancashire~~-LEP website and the County Council's website. **Annex 2** sets out the arrangements agreed by the LEP for the treatment by all attendees at Board meetings of confidential information.

### 3.4 Access to Information – Compliance with the Local Government Act 1972

The LEP is committed to meeting its duty of fulfilling and maintaining the highest standards of corporate governance. The LEP assesses the publication of papers using the relevant Local Government Act 1972 exemptions. **Annex 3** provides details of the information deemed exempt under the Act.

Any Freedom of Information (FOI) requests are processed by the County Council's Access to Information Team. The Head of Information Governance for the County Council acts as the internal reviewer for all FOI requests for the LEP.

### 3.5 LEP Board Meetings and Committee Meetings

The LEP publishes and makes publically available all of its papers (with the exception of papers deemed confidential where an exemption applies as defined in the Local Government Act 1972, and following the application of the Public Interest test).

Agendas are split into Part I (open to press and public) and Part II (private and confidential) with the Board being asked to approve that meetings move to Part II as appropriate. Any papers which are considered to be exempt, have passed the public interest test and are deemed confidential are clearly marked with the correct Part II exemption paragraph referencing.

Agendas are published and made available five clear working days prior to meetings of the Board. Agendas are published on the LEP and County Council's website.

Minutes are also split into Part I and Part II, as necessary, and published on the LEP and County Council's website, with publication [of a draft version](#) within ten working days of the meeting taking place in accordance with Government Best Practice Guidance for Local Enterprise Partnerships. **Annex 3 refers.**

### 3.6 Attendance of Observers at LEP Board and Committee meetings

The LEP has an agreed protocol for the attendance of observers at LEP Board and Committee meetings. Observers are requested to make themselves known to the Company Secretary (or their representative) and state their name, the organisation they represent and their purpose for attending the meeting. Observers will usually be excluded from any Part II items and as a general rule will not be permitted to speak at meetings unless invited to do so by the Chair. The full protocol is provided at **Annex 6.**

### 3.7 Conflict of Interests and Director Code of Practice

As Accountable Body for the LEP, Lancashire County Council ensures that the LEP manages conflicts of interest in accordance with existing County Council and LEP National Assurance Framework protocols with regard to codes of conduct. The LEP complies with the Seven Nolan Principles of Public Life which are:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

The LEP will act in the interests of the whole of its geographical area and not according to the interests of individual member organisations. More details on the Director Code of Conduct can be accessed at **Annex 5.**

The LEP ensures there is appropriate separation between scheme promoters and LEP decision-making processes. For example, the Terms of Reference for the Committees ensure that there is complete separation between scheme promoters and their own framework consultants and the appraisal team and decision makers. The LEP conflict of interest guidance for Directors is provided at **Annex 7.**

### 3.8 Register of Interests

The LEP will maintain and enable access to a register of its members' interests, which will be available to the public via the LEP website. The register will include any interests members have that may conflict with LEP business.



### 3.9 **Gifts, ~~and~~ Hospitality and Member Allowances Scheme**

The LEP has adopted rules for accepting gifts and hospitality. The rules are provided at **Annex 8**. In addition the LEP has adopted a Board and Sub-Board Member allowances scheme which sets out the rules for any member claiming allowances should they be required to attend additional events or meetings in an official capacity as approved by the LEP, this scheme is set out at **Annex 9**.

Formatted: Font: Bold, Italic

### 3.10 **Confidential Complaints Policy**

The LEP has adopted a procedure for responding to complaints from stakeholders or members of the public against the LEP or members of the LEP in accordance with the LEP National Assurance Framework and Government LEP Best Practice. The Complaints Policy is provided at **Annex 109**.

### 3.11 **Whistleblowing Policy**

The LEP has a Whistleblowing Policy where a discloser can report a perceived wrongdoing within the LEP. This Policy is provided at **Annex 110**.

### 3.12 **Local Engagement for LEP Strategy Development**

The LEP wants to ensure that key stakeholders and the public have an opportunity to contribute to and comment on the on-going development of the LEP's SEP and key initiatives. The degree of involvement will depend on the specific activity and could comprise formal consultation, public engagement, representative working groups, on-going investor development, market research and surveys.

With specific regard to local engagement with Lancashire MPs on LEP strategy development an ~~development~~ key initiatives, the LEP will host one session per parliamentary term to which all Lancashire MPs will be invited. In addition, regular engagement with MPs will also be undertaken in addition to formal sessions.

### 3.13 **Reporting Progress of Delivery of the Strategic Economic Plan**

The LEP will undertake a regular review of progress on the SEP, including progress on delivery of key projects and spending commitments. This will be published on the LEP website.

### 3.14 **Project Development, Prioritisation, Appraisal and Approval**

The LEP has agreed systems and processes for developing, prioritising, appraising and approving projects and these are set out in section 5 of the Assurance Framework.

### 3.15 **Communications Arrangements**

The LEP undertakes a range of communications activities in support of its key initiatives. The City Deal is supported by a communications strategy encompassing media relations, community engagement, web, social media, branding and other associated issues. A

protocol is in place to ensure effective governance of communications activity between the LEP and its City Deal partners. A communications protocol has also been adopted for the Growth Deal to support the effective management of messages by the LEP.

Communications activity on the wider Lancashire Advanced Manufacturing and Energy Cluster and the four Enterprise Zone sites (Samesbury Aerospace Enterprise Zone, Warton Aviation Enterprise Zone, Blackpool Airport Enterprise Zone and Hillhouse Technology Enterprise Zone) will be managed by way of a dedicated web site for LAMEC and individual web sites for each Enterprise Zone, in addition to marketing collateral including brochures, e-media and branded signage as well as commercial agent representation.

The Growing Places Investment Fund will continue to be supported by communications activity, coordinated with partners as appropriate and also mainstreamed through the LEP's own channels.

Communications activity ~~around the~~ on Enterprise Zones is managed through regular liaison between communications representatives of the LEP, County Council and BAE Systems. During 2018/19 this will evolve to support the revised governance arrangements for the Enterprise Zone and include the development of a formal protocol with the LEP's delivery partners.

The Growing Places Fund will continue to be supported by communications activity, coordinated with partners as appropriate and also mainstreamed through the LEP's own channels.

The Communications Protocols are attached at **~~Annex 12~~**.

## 4. Accountable Decision Making

- 4.1 Lancashire County Council, as Accountable Body for the LEP, is responsible for ensuring that all funding decisions made by the LEP are made in accordance with this Assurance Framework.
- 4.2 The County Council has put in place the administrative, financial and legal support necessary to enable the LEP to carry out its functions in the most effective and efficient way. These financial systems will fall under the annual audit of the County Council's accounts.
- 4.3 The County Council's Scrutiny Committee has considered and commented on this Assurance Framework and will perform this scrutiny function as and when the Assurance Framework is amended in the future.

4.4 The County Council's Internal Audit Service also regularly tests and reviews LEP systems and processes.

4.54 The County Council's Cabinet has considered and approved this Assurance Framework.

### 4.65 Financial and Legal Accountability

As the Accountable Body for the LEP, all financial arrangements are managed and accounted for through County Council financial systems and subject to the Standing Orders and Governance systems of that body. All activities are subject to scrutiny by the appropriate Internal Control function within the County Council and (where appropriate) subject to external financial audit. The internal legal service and the County Council Monitoring Officer are involved as appropriate to ensure due diligence is strictly adhered to.

Day to day financial support and management is undertaken by a senior project finance manager and is subject to overview and scrutiny by the Head of Financial Management Development and Schools under whose remit this falls. All accounts are signed-off by the Section 151 Officer.

Where appropriate and/or required external commercial specialist support is sought which ensures that the appropriate guidance and advice is used when making investment decisions, both financial and legal.

The County Council is subject to core frameworks which have provided Government with assurance that councils will spend their money with regularity, propriety and value for money. The key elements are legal controls and democratic accountability to local people. The system provides assurance that the government's decentralising agenda can be

achieved in relation to local government without compromising the proper spending of public money.

#### 4.76 Growth Deal Project Funding

All sponsors seeking Growth Deal funding will need to agree and sign a Growth Deal Grant Funding Agreement, prior to draw down of funds. The agreements will set conditions including: project sponsors commitment to monitoring and evaluation requirements; agreement to the communications protocol and delivery of milestones. The agreements will include provisions for the protection of public funds (e.g. arrangements to suspend or claw back funding in the event of non-delivery or mismanagement).

#### 4.87 Growing Places Investment Funding

The Growing Places Investment Fund is managed according to the following process:

- An outline scheme proposal is presented to the LEP Board for consideration. The scheme proposal identifies the scheme and amount of investment being sought from GPIF, along with a brief summary of its fit with LEP/local economic growth priorities, economic impacts generated, other private/public investment leveraged, draw down and repayment timescales.
- If the Board accepts the outline proposal the scheme is assessed by the accountable body for 'Strategic Fit and Economic Impact'.
- A report, including draft Heads of Terms between the scheme sponsor and the accountable body is considered by the LEP Board.
- If the LEP Board agrees the scheme it proceeds to formal 'Financial Appraisal and Due Diligence'. This is performed by officers of the County Council under the guidance of the Director of Corporate Services, and with support from the County Council's Director of Economic Development and Planning, Head of Financial Management Development and Schools and appointed external legal advisors the fees of whom are paid for by the applicant.
- This information is then presented to the LEP Board, with recommendations for proposed loan structure, security and terms for approval.
- Once final loan and security documentation is prepared, the LEP Board considers and formally approves the loan facility, which is then executed by the Company Secretary on behalf of the Accountable Body.

#### 4.9 Growth Deal Unallocated Funding Approval Process

There is an agreed process to redistribute any unallocated funding within the Growth Deal programme. The agreed approach is set out below:

1. First call would be given to those schemes within the current programme that had requested additional resource;

Formatted: Normal, Left, Indent: Hanging: 1 cm, Space After: 0 pt, Line spacing: Multiple 1.07 li, No bullets or numbering

Formatted: Font: +Body (Calibri)

Formatted: Font: Arial, 11 pt, Bold

Formatted: Font: +Body (Calibri)

2. If no schemes were identified via that process, a second call would focus on Growth Deal 3 schemes which were ranked highest, both in terms of deliverability and economic impact, that had failed to secure an allocation.
3. If no schemes were identified via that process, a review of priority 2 and 3 Growth Deal 3 schemes would be undertaken to determine if any schemes were still a priority; and
4. After exhausting the existing pipeline, LEP Board approval would be sought for an open call for new scheme proposals

Formatted: Font: +Body (Calibri), Not Italic

Formatted: Font: +Body (Calibri)

Formatted: Font: +Body (Calibri), 12 pt

Formatted: Normal, No bullets or numbering

#### 4.109 Conflict Resolution

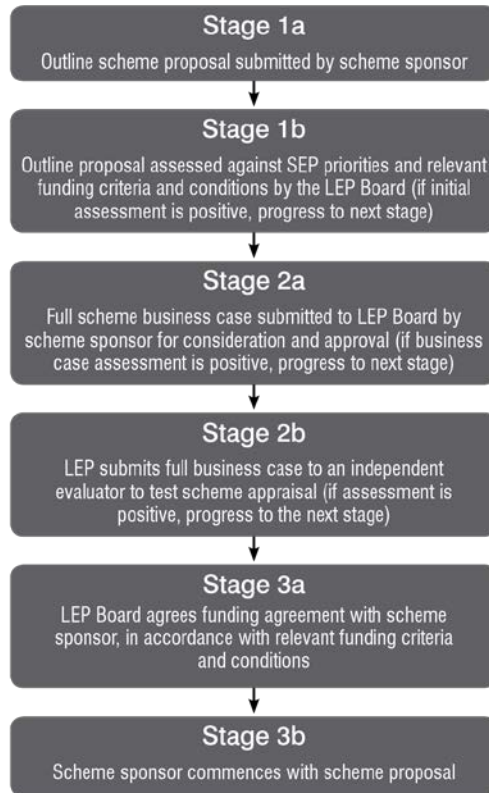
In the event that the accountable body (Lancashire County Council) does not comply with a decision of the LEP, the matter will be considered by the Chair of the LEP, Company Secretary and Section 151 Officer from the accountable body (as appropriate) to seek to resolve the issue. If the conflict remains unresolved all parties will agree to appoint an independent person(s) to assist the LEP and the accountable body to resolve the matter.

#### 4.110 Independent Scrutiny

The LEP will be subject to Overview and Scrutiny in accordance with existing legislation, whereby any local authority scrutiny committee within Lancashire can, separately or jointly, scrutinise the role or activities of the LEP or its sub groups. Any such meetings of a scrutiny committee would normally be held in public, and any findings or recommendations will be made public. The LEP would be expected to make its response to scrutiny public.

## 5. Ensuring Value for Money

- 5.1 The LEP is able to demonstrate value for money through the systems and processes it has established for developing, prioritising, appraising and approving projects.
- 5.2 The LEP's dedicated Committees, Transport for Lancashire and the Growth Deal Management Board, chaired by County Councillor Geoff Driver CBE and Graham Cowley respectively, receive all independent business case appraisals and assess against the LEP's scoring criteria to ensure Value for Money.
- 5.3 In terms of Risk Management the LEP has a dedicated Performance Committee Chaired by LEP Director Liam Finnigan who has responsibility for monitoring risk.
- 5.4 The SEP sets out priority themes and spatial investment priorities, and the LEP is committed to regularly reviewing the SEP to ensure that existing and emerging growth priorities are well positioned.
- 5.5 The LEP follows a staged process for all projects upon which it makes investment decisions and the LEP Board and Committees have established arrangements to progress the delivery of priorities seeking to utilise Local Growth Fund resources. The LEP's Growing Places Fund is administered in accordance with an agreed framework set out in Section 4 of this Assurance Framework.



## 5.6 Transport Schemes

The Terms of Reference for Transport for Lancashire, provided at **Annex 1**, set out the arrangements for developing, prioritising, appraising and approving transport projects seeking Local Growth Fund resources, and these are summarised below.

### *Scheme Eligibility*

The LEP Board will consider capital funding for schemes that are priorities in approved highways and transport masterplans or other relevant documents. The highways and transport masterplans are available to view at:

<http://www.lancashire.gov.uk/council/strategies-policies-plans/roads-parking-and-travel/highways-and-transport-masterplans.aspx> The LEP will consider funding exceptional structural maintenance schemes and schemes on the networks of the Highways Agency and Network Rail, including in adjacent Local Enterprise Partnership areas, where such schemes contribute towards the delivery of the objectives of the Strategic Economic Plan.

### *Local Funding Contribution*

The LEP requires scheme promoters to provide an absolute minimum mandatory 10% contribution towards total scheme ~~construction~~ cost and 100% of any increase in cost following the granting of Programme Entry.

### *The Transport Business Case, Scheme Assessment and Appraisal*

The LEP requires all transport business cases to adhere to the key principles of the Department for Transport's Transport Business Case guidance (January 2013) and be fully compliant with the approach to modelling appraisal and analysis set out in WebTAG at the time they submit the transport business case. TfL will, using appropriately qualified consultants, scrutinise individual scheme business cases on behalf of the LEP and advise accordingly. Transport business cases will be published on the LEP website prior to the LEP making final investment decisions. For schemes / packages requiring a Local Growth Fund contribution of greater than £5m, transport business cases will be available on the LEP website a minimum of six weeks before the final investment decision is made and external comments invited. Any comments received will be made available to LEP Board members when final investment decisions are being taken.

The LEP applies a proportionate approach to development of transport business cases:

1. For individual schemes requiring a Local Growth Fund (LGF) contribution of greater than £5m and packages of small-scale measures requiring a LGF Contribution of greater than £10m, an Outline/Full Business Case is required.
2. For individual schemes requiring a LGF contribution of less than £5m, a Strategic Outline Business Case is required.
3. For packages of small-scale measures requiring a LGF contribution of up to £10m where no individual scheme has a capital cost greater than £5m, a Strategic Outline Business Case is required.



### *Scheme Approvals Process*

For individual schemes requiring a LGF contribution of greater than £5m and packages of small-scale measures requiring a LGF Contribution of greater than £10m, the LEP adopts a three stage approvals process:

#### **Stage 1: Programme Entry**

Programme Entry indicates the LEP's intention to provide funding to a scheme or package following acceptance of a Strategic Outline Business Case and its inclusion in the SEP.

#### **Stage 2: Conditional Approval**

Conditional Approval indicates the LEP's acceptance of an Outline Business Case demonstrating high value for money.

#### **Stage 3: Full Approval**

Full Approval indicates the LEP's acceptance of a Full Transport Business Case and approval to proceed to implementation.

For individual schemes requiring a LGF contribution of less than £5m or packages of small-scale measures requiring a LGF contribution of up to £10m where no individual scheme has a capital cost greater than £5m, acceptance of a Strategic Outline Business Case indicates the LEP's approval to proceed to implementation. This enables the scheme promoter to commence works and draw down grant funds.

### *Value for Money*

The LEP will approve schemes demonstrating high value for money, with a benefit to cost ratio (BCR) of greater than 2, only in exceptional cases will the LEP consider schemes with a BCR of less than 2, for example, where the scheme promoter can demonstrate significant additional monetised or non-monetised benefits that are important in relation to stated strategic objectives.

TfL provides the LEP with a Value for Money assessment in line with published Department for Transport WebTAG guidance at each approval stage.

### *Programme and Risk Management*

TfL form part of the Monitoring and Evaluation working group which has established a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs.

### *Monitoring and Evaluation*

All transport scheme promoters have an agreed logic chain template which forms part of the Growth Deal Monitoring and Evaluation Framework. Formative evaluation is an established principle for all transport schemes and sponsors of exemplar transport projects agree the implications of any additional requirements. All transport project sponsors are

required to prepare quarterly monitoring returns for consideration by the Growth Deal Management Board.

#### 5.7 Skills Capital Schemes

The Terms of Reference for the Lancashire Skills and Employment Board, provided at **Annex 1**, set out the role of the Board in developing, prioritising, appraising and approving skills capital projects. The process and methodology for the current skills capital projects is summarised below and decisions on any future skills capital projects will be reached based on a similar methodology. The LEP currently has a Memorandum of Understanding with the [Education and Skills Funding Agency \(SFA\)](#) whereby the SFA's Capital Team will undertake a financial and estate condition assessment of any organisation submitting a scheme for consideration. Economic impact will be assessed by officers of the accountable body.

##### *Eligibility*

As part of the Growth Deal preparation, the Skills and Employment Board commissioned research to provide a retrospective analysis of the use of FE/Skills Capital in Lancashire over the past five years and to begin to compile a "pipeline" of future projects. This analysis was used to understand assets and gaps in the skills infrastructure landscape. Skills providers were then asked to complete project pro-forma aimed at populating a pipeline of indicative projects as far forward as 2020.

##### *The Business Case, Scheme Assessment and Appraisal*

The formal consideration of the Detailed Business Cases brings together the scoring of both the SFA and LEP, reverts to the applicant for further information as appropriate and is then ratified by both Skills Board and LEP.

##### *~~Local~~ Funding contribution*

The LEP requires scheme promoters to provide an absolute minimum of mandatory 10% contribution towards total scheme costs and 100% of any increase in cost following the granting of programme entry. Where projects are seeking a grant intervention rate above 33% (the stated benchmark under SFA administration of the scheme) the LEP will:-

- a. Consider the views of the SFA in terms of the applicant's ability to offer more funding
- b. Ensure that projects seeking exceptional intervention rates score highly in assessment
- c. Revert to the applicant for assurances around their financial capabilities and planning assumptions in setting their contribution to the project

##### *Approvals process*

All skills capital schemes will be subject to the following approval process:

### **Stage 1: Expression of Interest**

The Expression of Interest (EoI) stage indicates the LEP's intention to provide skills capital funding for projects which are aligned to the SEP, are able to demonstrate business need and are deliverable within the required timescales. Providers will be invited to complete an EoI to demonstrate how the project aligns with the SEP.

### **Stage 2: Conditional Approval**

Projects which have satisfied the EoI requirements will be prioritised by the Skills and Employment Board and will subsequently be invited to submit a full business case demonstrating value for money.

### **Stage 3: Full Approval**

Full approval indicates the Skills and Employment Board and LEP's acceptance of the full business case and approval to proceed implementation.

#### *Value for money*

The LEP will approve skills capital schemes which clearly demonstrate value for money including non-monetised benefits that clearly demonstrate a longer term benefit to economic growth objectives.

#### *Programme and Risk Management*

Skills and Employment Board advisors form part of the Monitoring and Evaluation working group which has established a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs. A project and process issues log is to be compiled, which will inform future commissioning rounds.

#### *Monitoring and Evaluation*

All skills capital scheme promoters have agreed a logic chain template which forms part of the Growth Deal Monitoring and Evaluation Framework. Formative evaluation is an established principle for all skills capital schemes and sponsors of exemplar skills capital projects are aware of the implications of any additional requirements. All skills capital project sponsors will be required to prepare quarterly monitoring returns for consideration by the Growth Deal Management Board.

## **5.8 Economic Development Schemes**

The SEP sets out priority economic development and growth themes and initiatives, and the LEP is committed to regularly reviewing the SEP to ensure that existing and emerging growth priorities are well positioned.

### *Eligibility*

The SEP, and on-going reviews of the SEP, set out the economic development priorities in Lancashire and the LEP remains alert and open to new and emerging priorities to be considered for investment funding. In line with Government guidance, the LEP will not use Local Growth Deal Fund resources to fund feasibility works or revenue schemes.

The LEP Board approved the SEP in March 2014 and in May 2014 considered a prioritised list based on the application of an agreed set of criteria to all project proposals in order to consider their strategic relevance, impact, value for money, scalability and deliverability. These criteria are set out at **Annex 12**.

The LEP has successfully secured three Growth Deal allocations totalling £320m, subject to national competition and local prioritisation with consideration of impact, strategic fit, impact, value for money, scalability and deliverability, strategy and delivery objectives. The Growth Deal projects were subsequently categorised within one of three groupings:

- ~~Priority 1 Investment Schemes~~ – projects ready to start delivery from 2015/16;
- ~~Priority 2 Investment Schemes~~ – projects ready to start delivery post 2015/16; and
- ~~Priority 3 Investment Schemes~~ – projects seeking investment post 2020/21

Formatted: No bullets or numbering

### *The business case, Scheme assessment and appraisal*

The LEP applies a proportionate approach to the development of economic development business cases. In line with Government guidance the LEP requires economic development project sponsors to prepare their business cases using ~~the~~ the Five Case Model – an approach which is both scalable and proportionate. It is recognised as best practice and is the Treasury's standard methodology.

For individual schemes requiring a Local Growth Fund (LGF) contribution of greater than £5m a full green book appraisal is undertaken by independent consultants with findings presented to the Growth Deal Management Board- for comment and approval.

For individual schemes requiring a LGF contribution of less than £5m the LEP requires a proportionate green book appraisal which again is undertaken by independent consultants with findings presented to the Growth Deal Management Board -for comment and approval. The LEP funds the independent appraisal of business cases.

In all cases the LEP, using appropriately qualified independent consultants, will scrutinise individual economic development scheme business cases before final draw down of resources.

### *Local funding contribution*

The LEP requires scheme promoters to provide an absolute minimum mandatory 10% contribution towards total scheme ~~construction~~ cost and 100% of any increase in project cost.

#### *Approvals process*

For individual economic development schemes requiring a LGF contribution of greater than £5m the LEP adopts a three stage approvals process:

#### **Stage 1: Programme Entry**

Programme Entry indicates the LEP's intention to provide funding to a scheme or package following acceptance of a Strategic Outline Business Case.

#### **Stage 2: Conditional Approval**

Conditional Approval indicates the LEP's acceptance of Business Case demonstrating high value for money.

#### **Stage 3: Full Approval**

Full Approval indicates the LEP's acceptance of a final Business Case and approval to proceed to implementation.

#### *Value for money*

The LEP will approve capital schemes which clearly demonstrate value for money including non-monetised benefits that clearly demonstrate a longer term benefit to economic growth objectives.

#### *Programme and Risk Management*

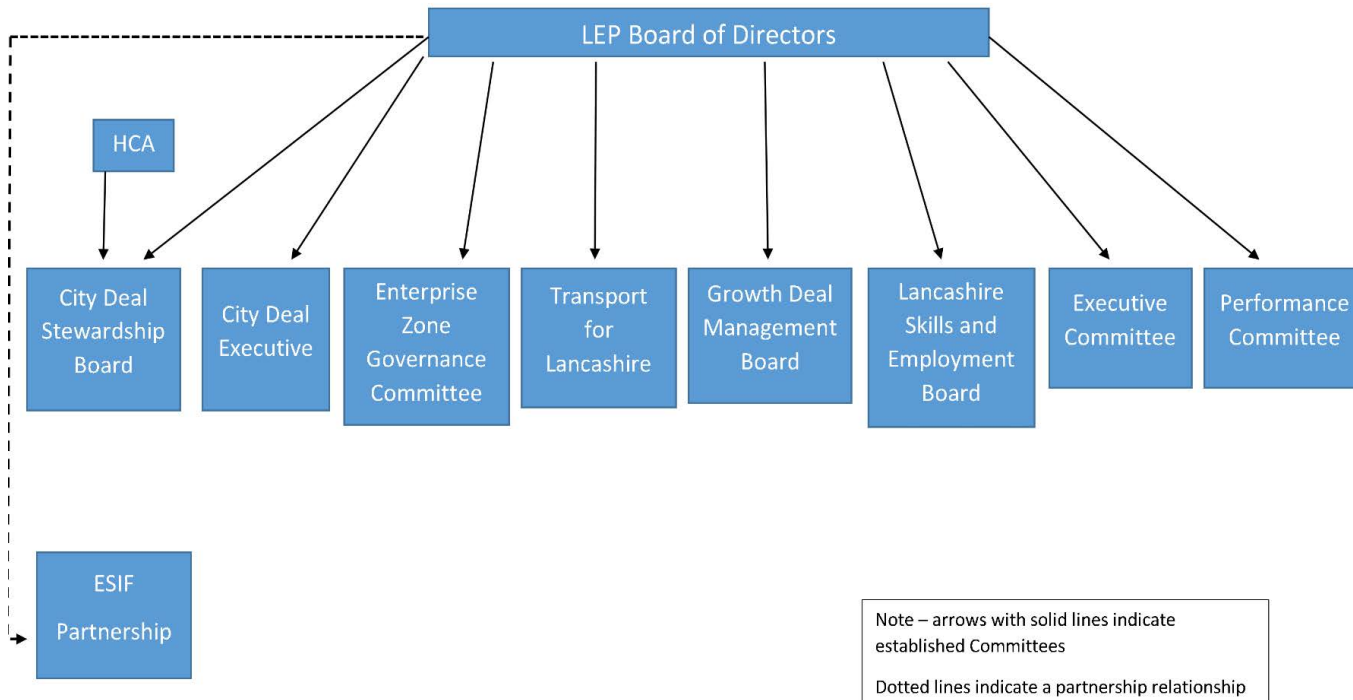
Economic development scheme advisors form part of the Monitoring and Evaluation working group which has established a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs.

#### *Monitoring and Evaluation*

All economic development scheme promoters have an agreed logic chain template which forms part of the Growth Deal Monitoring and Evaluation Framework. Formative evaluation is an established principle for all economic development schemes and sponsors of exemplar ED projects are aware of the implications of any additional requirements. All economic development project sponsors are required to prepare quarterly monitoring returns for consideration by the Growth Deal Management Board.

Formatted: Normal, Indent: Left: 0 cm, First line: 0 cm

## Annex 1: LEP Governance Structure, Committee Terms of Reference and Implementation Arrangements



LEP Board Directors and Board Champions – February 2018

Edwin Booth (Chairman and Board Champion for Marketing)	Chair of E H Booth & Co Ltd
Mike Blackburn (Board Champion for Business Growth Hub)	<del>Regional Director of the North West BT</del> <u>Mike Blackburn Consulting</u>
Councillor Simon Blackburn	Leader, Blackpool Council
Jim Carter (Board Champion for Strategic Development)	Deputy Chair of the Eric Wright Group
Graham Cowley (Board Champion for Transport)	<del>Former Executive Director of Capita and a Lead in Regeneration and Development</del> <u>Director Lancashire LEP and Chair of Blackpool Opportunity Area</u>
Ann Dean (SME Representative)	Director of Gutterking Ltd and Director of The Indus Entrepreneur
County Councillor Geoff Driver CBE	Leader, Lancashire County Council
Liam Finnigan	Senior Partner, KPMG's Preston office
Mick Gornall	Managing Director of Westinghouse Springfields Fuels Ltd
David Holmes	Director of Manufacturing Operations, BAE Systems
Dennis Mendoros (Board Champion for ESIF) (SME Representative)	Chief Executive Officer, Euravia Limited
Councillor Peter Mullineaux	Leader, South Ribble Borough Council
Khalid Saifullah (SME Representative)	Chair of the HUVE Business Leaders Network and Managing Director of Star Tissue UK
Professor Mark E Smith	Vice Chancellor, Lancaster University
David Taylor (Vice-Chairman)	David Taylor Partnership
Councillor Mark Townsend	Leader, Burnley Borough Council



Councillor Phil Riley	Deputy Leader and Executive Member for the Regeneration Portfolio
Mark Rawstron	Former Head of GVA (Commercial Property Agents) and a Commercial Property Advisor
Claire Whelan <b>(SME Representative)</b>	Finance Director, BCW Engineering

**LANCASHIRE ENTERPRISE PARTNERSHIP**  
**EXECUTIVE COMMITTEE**  
**Governance Structure and Terms of Reference** ~~**TERMS OF REFERENCE**~~

Formatted: Centered

**Name**

Lancashire Enterprise Partnership Executive Committee

**Role**

This Committee was created by the Board in March 2013 to enable decisions of the Board to be taken between Board meetings. The Committee has full powers to take decisions in respect of matters certified by the Chair as urgent business. The Committee will be able to act on behalf of the Board between formal meetings, or on issues that the Board may not be able to resolve during meetings and to deal with such matters as the Board may refer to it on an ad hoc basis. Any decisions taken by the Executive Committee shall be reported to the next available LEP Board meeting for information.

**Membership**

The Membership of the Committee is:

- The Chair of the LEP Board (**Chair**)
- The Vice-Chair of the LEP Board
- LEP Director, Mr Mendoros, **Owner & MD Euravia Engineering**
- LEP Director, Cllr Geoff Driver CBE, The Leader of Lancashire County Council
- **Plus one vacancy**

Formatted: Highlight

**Quorum**

The quorum for decision making for the Executive Committee shall be 3 of the above Directors

**Meeting Frequency**

The Executive Committee will not have scheduled meetings, though will meet on an ad hoc basis when required to make urgent decisions on behalf of the full LEP Board. Decisions may be taken by written resolution so long as they are taken in accordance with the quorum.

**Reporting to the LEP Board**

All decisions taken by the LEP Executive Committee shall be reported to the next available LEP Board for information.

~~THE LANCASHIRE ENTERPRISE PARTNERSHIP~~  
~~TRANSPORT FOR LANCASHIRE – TERMS OF REFERENCE COMMITTEE~~  
~~Governance Structure and Terms of Reference~~

Formatted: Centered

Formatted: No underline

Name

Transport for Lancashire

Geography

The geographical area covered by Transport for Lancashire will be coterminous with the boundaries of the three local transport authorities (Lancashire County Council, Blackpool Borough Council and Blackburn with Darwen Borough Council) and the ~~Lancashire Enterprise Partnership~~LEP.

Membership

Transport for Lancashire will be a dedicated committee of the Lancashire Enterprise Partnership. Full (voting) members of Transport for Lancashire comprise:

- Lancashire County Council (Leader or nominee)
- Blackburn with Darwen Borough Council (Leader or nominee)
- Blackpool Borough Council (Leader or nominee)
- Chair and Vice Chair of the ~~Lancashire Enterprise Partnership~~LEP (or nominees)

Participating observers (non-voting):

- Department for Transport
- Highways England
- Network Rail

Given Lancashire County Council's status as the largest local transport authority, the Leader of Lancashire County Council (or their nominee) shall act as Chair of the Committee. The Chair will not have a casting vote.

Transport for Lancashire will review its membership periodically to reflect any changes in national or local policy circumstances and/or requirements, including allowing for expansion if necessary. Transport for Lancashire may invite the Leader (or nominee) of a District Council to

attend relevant meetings as a participating observer where that authority is contributing funding to a transport scheme programmed for delivery through the Growth Deal.

#### Strategic Objectives and Purpose

Transport for Lancashire will:

- advise the [Lancashire Enterprise Partnership LEP](#) on individual scheme approvals and investment decision making in line with the approvals process set out in the [Lancashire Enterprise LEP Partnership](#)'s accountability framework;
- scrutinise individual scheme business cases;
- ensure value for money is achieved;
- advise the [Lancashire Enterprise Partnership LEP](#) with regard to consultation on long-term rail planning and franchise specification and provide a co-ordinating role between constituent local authorities;
- advise the [Lancashire Enterprise Partnership LEP](#) with regard to consultation on long-term Strategic Road Network planning and provide a co-ordinating role between constituent local authorities; and
- advise the [Lancashire Enterprise Partnership LEP](#) with regard to the ongoing activities of Transport for the North and provide a co-ordinating role between constituent local authorities where appropriate.

As and when necessary, Transport for Lancashire will seek evidence from other organisations, including district councils within Lancashire, representatives of neighbouring local authorities, combined authorities and local enterprise partnerships, transport operators including airports and ports, the business and community sectors and NGOs.

#### Technical / Professional Support

On behalf of the Accountable Body for the Lancashire Enterprise Partnership, the Director of [Community Services](#) at Lancashire County Council will ensure that Transport for Lancashire receives the technical support and professional advice necessary for it to carry out its functions.

#### Secretary

The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Growth Deal Management Board.

Formatted: Indent: Left: 0 cm, First line: 0 cm

The Secretary shall produce minutes of all meetings of the Transport for Lancashire Committee.

#### Meeting Frequency

The Transport for Lancashire Committee shall meet according to operational need.

#### Decisions in Writing

A resolution in writing signed by a majority of members of the Transport for Lancashire Committee for the time being shall be as valid and effectual as if it had been passed at a meeting of the Transport for Lancashire Committee.

Formatted: Indent: Left: 0 cm, First line: 0 cm

#### Working Arrangements and Meeting Frequency

Transport for Lancashire will meet, where possible, in advance of each Lancashire Enterprise Partnership Board meeting. Meetings will be cancelled if there are no substantive items for discussion.

All meetings will take place at County Hall in Preston. The quorum for meetings shall be at least 2 Local Authority Members (or their nominees) and at least one Private Sector member (or their nominee(s)).

#### Publication of Papers

The agendas and papers for the Transport for Lancashire Committee will be published on the LEP's website in accordance with the LEP's Assurance Framework.

Formatted: Indent: Left: 0 cm, First line: 0 cm

### **THE LANCASHIRE ENTERPRISE PARTNERSHIP ACCOUNTABILITY FRAMEWORK – TRANSPORT**

#### **Scheme Eligibility**

The ~~Lancashire Enterprise Partnership~~ LEP will only consider funding clearly defined schemes that are priorities in approved highways and transport masterplans. Such schemes could include packages of measures aimed at solving specific problems/issues that when combined support delivery of the Strategic Economic Plan, but subject to the funding only being available for capital expenditure. In all cases, funding will only contribute towards the capital cost of a scheme, including construction costs, land acquisition costs and Part 1 Claims under the Land and Compensation Act 1973. The ~~Lancashire Enterprise Partnership~~ LEP will not fund scheme development and preparation costs nor any post scheme monitoring and evaluation.

The ~~Lancashire Enterprise Partnership~~ LEP will consider funding exceptional structural maintenance schemes including bridges, tunnels, retaining walls and culverts with a minimum cost threshold of £2m. Decisions will reflect the economic importance of the structure(s) and the adverse effects failure to maintain would have. Local highway authorities will need to provide supporting information including the importance of the route, existing or likelihood of imminent weight restrictions, existing or potential diversionary routes and details of the work that they will need to undertake if restrictions are not to be imposed. Local highway authorities will also need to demonstrate why a scheme is not deliverable from other funding sources.

The ~~Lancashire Enterprise Partnership~~ LEP will consider funding schemes on the networks of the Highways Agency and Network Rail, including in adjacent Local Enterprise Partnership areas, where such schemes contribute towards the delivery of the objectives of the Strategic Economic Plan and where funding is unlikely to be available through standard Highways Agency and Network Rail programmes. In such circumstances, the Lancashire Enterprise Partnership will hold early discussions with the Highways Agency and Network Rail, and where appropriate, adjacent

~~Local Enterprise Partnerships~~LEPs, to enable their views to be taken into account. Where any rail schemes affect train services, the ~~Lancashire Enterprise Partnership~~LEP will also consult the relevant Train Operating Company and DfT Rail.

#### **Local Funding Contribution**

For all schemes, the ~~Lancashire Economic Partnership~~LEP will require scheme promoters to provide an absolute minimum 10% contribution towards total scheme ~~construction~~ cost and 100% of any increase in cost following the granting of Programme Entry. The 10% minimum ~~local~~ funding contribution cannot be waived by the LEP. Local transport authorities will therefore need to explore all potential sources of funding, including district council, European, developer / private sector and third party, in line with Department for Transport expectations.

The scheme promoter's Section 151 officer must underwrite the promoter's ability to fund the ~~local~~ contribution and any subsequent cost increases following the granting of Programme Entry. Scheme promoters must adhere to Department for Transport requirements as set out in WebTAG, the Department for Transport's web-based guidance on the conduct of transport studies, to ensure a consistent approach to variables such as construction inflation, the application of optimism bias and allowance for risk in the derivation of outturn costs.

#### **Scheme Assessment and Appraisal**

The ~~Lancashire Enterprise Partnership~~LEP will apply a proportionate approach to the development of transport business cases in line with the Business Case Development Process Chart attached. For example, the transport business case for a £20m scheme will require significantly more detail than that for a £2m scheme. As a guide:

- For individual schemes requiring a Local Growth Fund contribution of greater than £5m and packages of small-scale measures requiring a Local Growth Fund Contribution of greater than £10m, the Lancashire Enterprise Partnership will require submission of Outline/Full Business Cases that demonstrate high value for money.
- For individual schemes requiring a Local Growth Fund contribution of less than £5m, a Strategic Outline Business Case will suffice, although a scheme will still need to demonstrate high value for money.
- For packages of small-scale measures requiring a Local Growth Fund contribution of up to £10m where no individual scheme has a capital cost greater than £5m, a Strategic Outline Business Case will suffice, although the package will still need to demonstrate high value for money.

For the avoidance of doubt, scheme promoters should seek advice from Transport for Lancashire at the earliest opportunity.

#### **Scheme Approvals Process**

For individual schemes requiring a Local Growth Fund contribution of greater than £5m and packages of small-scale measures requiring a Local Growth Fund Contribution of greater than £10m, the Lancashire Enterprise Partnership will adopt a three stage approvals process based on modified current practice. Schemes on the networks of either the Highways Agency or Network Rail may undergo a different approval process.

### Stage 1: Programme Entry

Programme Entry indicates the ~~Lancashire Enterprise Partnership's~~ LEP's intention to provide funding to a scheme or package following acceptance of a Strategic Outline Business Case and its inclusion in the Strategic Economic Plan. Programme Entry is not an absolute commitment, but intended to provide sufficient assurance for the promoting authority to embark on Outline Business Case development.

### Stage 2: Conditional Approval

Conditional Approval indicates the ~~Lancashire Enterprise Partnership's~~ LEP's acceptance of an Outline Business Case demonstrating high value for money. It is intended to provide the expectation of funding necessary for the promoting authority to apply for any statutory powers that may be required such as Transport and Works Act powers, highways orders, planning consents, compulsory purchase orders etc.

The ~~Lancashire Enterprise Partnership~~ LEP will only grant Conditional Approval on the basis that there will be no material changes to the scheme's scope, cost, design, expected benefits and value for money. The granting of Conditional Approval may be subject to a small and limited number of conditions.

### Stage 3: Full Approval

Full Approval indicates the ~~Lancashire Enterprise Partnership's~~ LEP's acceptance of a Full Transport Business Case and approval to proceed to implementation. It occurs when all necessary statutory powers are in place and any necessary conditions specified at Conditional Approval have been satisfied. Scheme promoters can only apply for Full Approval once procurement has taken place and a preferred bidder with firm and final prices selected. Once granted, Full Approval enables the scheme promoter to commence construction and draw down grant funds.

For individual schemes requiring a Local Growth Fund contribution of less than £5m or packages of small-scale measures requiring a Local Growth Fund contribution of up to £10m where no individual scheme has a capital cost greater than £5m, acceptance of a Strategic Outline Business Case indicates the Lancashire Enterprise Partnership's approval to proceed to implementation. This enables the scheme promoter to commence works and draw down grant funds.

### The Transport Business Case

The ~~Lancashire Enterprise Partnership~~ LEP requires all transport business cases to adhere to the key principles of the Department for Transport's Transport Business Case guidance (January 2013) and be fully compliant with the approach to modelling appraisal and analysis set out in WebTAG at the time they submit the transport business case. This will ensure that scheme assessment follows current best practice.

Each transport business case will need to include a clear statement of scheme objectives and the specific outcomes it is intended to deliver. Scheme promoters must base central case assessments on forecasts that are consistent with the latest version of the National Trip End Model (NTEM), the Department for Transport's planning dataset. As a minimum, Transport for Lancashire will expect to consider central case assessments as part of its scrutiny of transport business cases.

Outline Business Cases submitted for Conditional Approval must include a statement confirming that WebTAG has been followed. An Appraisal Summary Table (AST) will need to accompany

submissions and demonstrate that the scheme offers high value for money. Scheme promoters must ensure that the Senior Responsible Owner signs off each AST as true and accurate.

Transport for Lancashire will scrutinise individual scheme business cases on behalf of the Lancashire Enterprise Partnership and advise accordingly. In order to secure the required expertise for transport business case scrutiny without Transport for Lancashire having to develop this capability and capacity in-house at considerable cost, Transport for Lancashire will utilise independent specialist consultants. For schemes where Lancashire County Council is not the scheme promoter, Transport for Lancashire will utilise Lancashire County Council's framework consultants to undertake transport business case scrutiny. For schemes promoted by Lancashire County Council, Transport for Lancashire will procure independent advice. This will ensure complete separation between scheme promoters and their own framework consultants and the appraisal team and decision makers.

To guarantee quality assurance, consultants appointed to undertake transport business case scrutiny will need to demonstrate significant previous experience in this field, for example, the successful preparation of major scheme business cases, and be fully conversant with Department for Transport appraisal and assessment processes such as WebTAG. As Accountable Body for the Lancashire Enterprise Partnership, Lancashire County Council will ensure that officers with appropriate technical experience of this type of work oversee the selection process.

Where necessary, consultants appointed to review individual transport business cases and supporting analyses will be able to request the scheme promoter to provide further analysis and information to enable full and proper consideration of the scheme and to ensure that the appraisal and supporting data and assumptions are sufficiently robust and fit for purpose. Consultants will provide Transport for Lancashire with a formal report on each submitted transport business case specifying the outcome of their assessment against the five case model set out in the Department for Transport's Transport Business Case guidance.

### **Value for Money**

The ~~Lancashire Enterprise Partnership~~LEP will only approve schemes demonstrating high value for money, with a benefit to cost ratio (BCR) of greater than 2. Only in exceptional cases will the Lancashire Enterprise Partnership consider schemes with a BCR of less than 2. In such circumstances, the scheme promoter will need to demonstrate significant additional monetised or non-monetised benefits that are important in relation to stated strategic objectives, for example, schemes necessary to facilitate significant land development for employment or housing, and guarantee a minimum 30% ~~local~~ contribution.

Transport for Lancashire will provide the ~~Lancashire Enterprise Partnership~~LEP with a Value for Money assessment in line with published Department for Transport WebTAG guidance at each approval stage. As part of the independent scrutiny of a scheme's transport business case, Transport for Lancashire will require the consultant responsible to confirm that the Value for Money assessment aligns with the Department for Transport's Advice Note for Local Transport Decision Makers published in December 2013. ~~Neil Kissock the~~The County Council's Director of Finance signs off all Value for Money assessments as true and accurate. The Director of Finance



is not involved with scheme development and promotion at Lancashire County Council, thus avoiding any potential conflict of interest with regard to schemes promoted by the County Council.

A scheme must satisfy the ~~Lancashire Enterprise Partnership's EP's~~ value for money requirements at both Conditional and Full Approval stages. Where a scheme fails to deliver a minimum benefit to cost ratio of greater than 2, the Lancashire Enterprise Partnership will seek independent professional advice on the magnitude of the stated additional benefits prior to determining whether these benefits are sufficient to offset this requirement.

#### **Programme and Risk Management**

In order to secure effective management of the ~~Lancashire Enterprise Partnership's LEP's~~ transport investment programme, Transport for Lancashire will set up a transparent process for monitoring progress on scheme delivery and spend and for informing responses to changed circumstances including scheme slippage and changes to scheme scope and/or costs.

Where there are issues of cost increases and/or delays to delivery, the Lancashire Enterprise Partnership will consider the following when deciding whether to continue to support a scheme:

- whether the cost increases and/or delays to delivery were unforeseen and unavoidable;
- whether the scheme promoter is willing and/or able to fund any cost increase;
- whether additional funding has been sought from other sources;
- whether the scale of the scheme can be reduced to fit the available budget;
- the impact of any cost increase on a scheme's value for money as reflected by its benefit to cost ratio; and
- whether any delay in scheme delivery can be accommodated within the programme.

The ~~Lancashire Enterprise Partnership LEP~~ ultimately reserves the right to withdraw its support for a scheme.

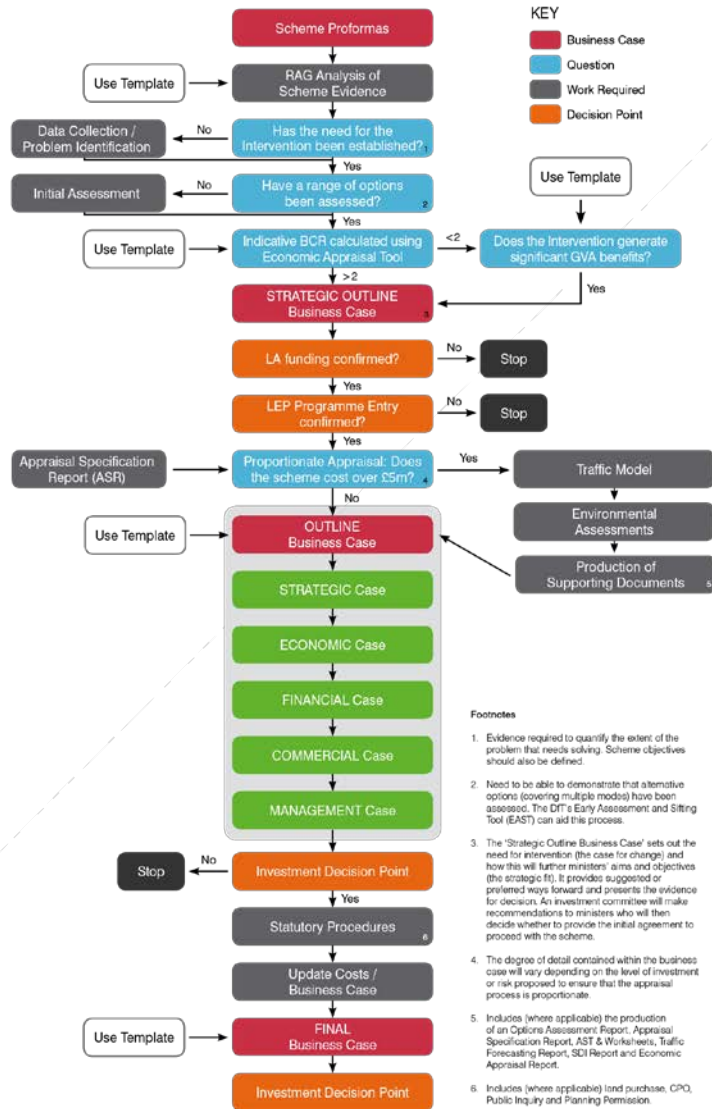
The ~~Lancashire Enterprise Partnership LEP~~ will require scheme promoters to submit a quarterly monitoring report (QMR) to Transport for Lancashire setting out progress on scheme preparation and/or delivery. This will include a requirement for a quantified risk assessment. Transport for Lancashire will receive quarterly update reports outlining progress with delivery of the transport investment programme. It will collate the QMR information from scheme promoters, indicate progress against key milestones / deliverables and highlight any risks. A RAG (red/amber/green) rating will identify those schemes that are at risk of not meeting their programme objectives and that need urgent attention.

#### **Monitoring and Evaluation**

The ~~Lancashire Enterprise Partnership LEP~~ will put in place a mechanism to ensure that it monitors and evaluates schemes in accordance with the appropriate Department for Transport guidance, and will publish the results on its website.

**Business Case Development Process Chart**

The process chart should be cross referenced against TIL's Assurance Framework in order to determine the status of each scheme.



**PRESTON, SOUTH RIBBLE AND LANCASHIRE CITY DEAL (CITY DEAL)**  
**CITY DEAL EXECUTIVE**

**TERMS OF REFERENCE Governance Structure and Terms of Reference**

Formatted: Centered

**Composition**

1. The City Deal Executive shall comprise the following Members:
  - i) The Leader of Lancashire County Council (or their nominee);
  - ii) The Leader of South Ribble Borough Council (or their nominee);
  - iii) The Leader of Preston City Council (or their nominee);
  - iv) The Chair of the Lancashire Enterprise Partnership (LEP) (or their nominee);
  - v) The Vice-Chair of the LEP (or their nominee); and
  - vi) The LEP's Champion for Strategic Development (or their nominee)

**Chair**

2. The Chair of the LEP (or their nominee) shall serve as Chair of the City Deal Executive ("the Chair"). If the Chair is not present the Vice-Chair of the LEP (or their nominee) shall serve as Chair.
3. The Chair shall not have a casting vote.

**Quorum**

4. The quorum for City Deal Executive meetings shall be 4. No meeting shall be quorate unless the following Members (or their nominees) are present:
  - i) The Leader of Lancashire County Council
  - ii) The Chair of the LEP or Vice-Chair of the LEP;
  - iii) The Leader of South Ribble Borough Council; and
  - iv) The Leader of Preston City Council.
5. If within fifteen minutes from the time appointed for the holding of a City Deal Executive meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at that meeting a quorum is not present within fifteen minutes from the time appointed for holding the meeting the Members present shall be a quorum.
6. Any Member may validly participate in a meeting of the City Deal Executive by conference telephone or other form of communication equipment if all persons participating in the meeting are able to hear and speak to each other throughout the meeting.

**Secretary**

7. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the City Deal Executive.~~Lancashire County~~

~~Council's County Secretary and Solicitor (or their nominee) shall serve as the Secretary to the City Deal Executive.~~

8. The Secretary shall produce minutes of all meetings of the City Deal Executive.

#### **Meeting Frequency**

9. The City Deal Executive shall meet according to operational need.

#### **Decisions in Writing**

10. A resolution in writing signed by all of the members of the City Deal Executive for the time being shall be as valid and effectual as if it had been passed at a meeting of the City Deal Executive.

#### **Powers and Functions**

11. The City Deal Executive's primary responsibility is to seek to ensure the delivery of the City Deal, and to take key strategic decisions in this regard.
12. The City Deal Executive shall:
  - i) in each year, approve an annual City Deal Infrastructure Delivery Plan, for submission to the Stewardship Board in order to inform the development of an annual 'City Deal Business and Disposal Plan';
  - ii) receive, in each year, from the City Deal Stewardship Board, an Annual Business and Disposal Plan, and if thought fit, approve the same;
  - iii) in each year, approve an annual City Deal Communications and Marketing Plan, and receive regular progress reports on the implementation of the same;
  - iv) receive, on a regular basis all appropriate monitoring and financial information in relation to the City Deal.
13. The City Deal Executive will employ no staff, hold no assets, nor enter into any contractual arrangements. All delivery and operational matters will continue to rest with the City Deal partners.

#### **Governance Relationship with the LEP**

14. The LEP is responsible for agreeing the Terms of Reference of the City Deal Executive and has the power to vary the same.
15. The City Deal Executive shall review its Terms of Reference from time to time as necessary.
16. The Minutes of City Deal Executive meetings shall be submitted to the LEP Board at the LEP's request.

17. The Chair shall provide update reports to the LEP Board at the LEP's request.

**Relationship with Lancashire County Council as Accountable Body**

18. Lancashire County Council shall act as Accountable Body for the City Deal Executive.
19. Lancashire County Council shall hold the City Deal Infrastructure Delivery funding and make payments to partner delivery agencies in accordance with the decisions of the City Deal Executive. Lancashire County Council shall ensure that these funds remain separate and identifiable from the Accountable Body's own funds, and shall provide financial reports to the City Deal Executive.
20. Lancashire County Council shall provide administrative, financial and legal support to the City Deal Executive.
21. Lancashire County Council shall maintain an official record of the City Deal Executive proceedings and a library of all formal City Deal Executive documents.

**Relationship with other Bodies**

22. The City Deal Project Board shall report directly to the City Deal Executive and operate under Terms of Reference as agreed by the City Deal Executive.
23. The City Deal Executive shall with the consent of the ~~Homes and Communities Agency~~Homes England and vice versa, have the authority to agree and amend the Terms of Reference of the City Deal Stewardship Board.
24. The City Deal Stewardship Board shall report directly to the ~~Homes and Communities Agency~~Homes England and the City Deal Executive.

**Publication of Papers**

25. The agendas and papers for the City Deal Executive will be published on the LEP's website in accordance with the LEP's Assurance Framework.

**PRESTON, SOUTH RIBBLE AND LANCASHIRE CITY DEAL (CITY DEAL)**

**STEWARDSHIP BOARD**

**TERMS OF REFERENCE Governance Structure and Terms of Reference**

Formatted: Centered

**Glossary of Terms**

"City Deal Partners" The Lancashire Enterprise Partnership, Lancashire County Council, Preston City Council and South Ribble Borough Council.

"~~MHCLGCLG~~" ~~Ministry for Housing, Communities and Local Government~~ ~~Department for Communities and Local Government~~

Formatted: Indent: Left: 0 cm, Hanging: 6.35 cm

Formatted: Font: +Body (Calibri), 11 pt

"HCA" ~~Homes and Communities Agency~~

**Composition**

1. The Stewardship Board shall comprise the following Members:
  - i) The North West Executive Director of the HCA (or their nominee);
  - ii) The Chief Executive of Lancashire County Council (or their nominee);
  - iii) The Chief Executive of South Ribble Borough Council (or their nominee);
  - iv) The Chief Executive of Preston City Council (or their nominee); and
  - v) The Lancashire Enterprise Partnership's Champion for Strategic Development (or their nominee).
2. The Stewardship Board shall have the power to appoint up to 2 additional Members.

**Chair**

3. The North West Executive Director of ~~Homes England~~ ~~the HCA~~ (or their nominee) shall serve as Chair of the Stewardship Board ("the Chair").
4. The Chair shall not have a casting vote.

**Quorum**

5. The quorum for Stewardship Board meetings shall be 5. No meeting shall be quorate unless each Member set out in 1 above is present.
6. If within fifteen minutes from the time appointed for the holding of a City Deal Stewardship Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at that meeting a quorum is not present within fifteen minutes from the time appointed for holding the meeting the Members present shall be a quorum.

### Secretary

~~7. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the City Deal Stewardship Board.~~

Formatted: Indent: Left: 0 cm, Hanging: 1.27 cm

~~7. Lancashire County Council's County Secretary and Solicitor (or their nominee) shall serve as the Secretary to the Stewardship Board.~~

### Meetings

8. The Stewardship Board shall meet according to operational need.
9. Meetings shall take place at venues provided by each of the City Deal Partners and Homes England~~the HCA~~, on a rotational basis where possible.
10. An Agenda and all necessary accompanying papers shall, wherever possible, be despatched 7 days prior to each meeting.
11. The Secretary shall produce minutes of all meetings of the Stewardship Board.

### Decisions in Writing

12. A resolution in writing signed by all of the members of the Stewardship Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Stewardship Board.

### Duties and Responsibilities

13. The Stewardship Board has the responsibility for guiding the disposal of the assets listed in the City Deal document, in accordance with wider City Deal economic and housing growth objectives.
14. The Stewardship Board shall:
  - i) in each year, receive an annual 'City Deal Infrastructure Delivery Plan' from the City Deal Executive and utilise its content to inform the development of an annual 'City Deal Business and Disposal Plan';
  - ii) in each year, approve an annual 'City Deal Business and Disposal Plan' for submission to ~~the HCA's~~Homes England's National Board. As soon as the Plan is approved by ~~the HCA~~Homes England it shall be submitted to the City Deal Executive for their consideration and, if thought fit, approval;



- iii) at any time, recommend to [the HCAHomes Engalnd](#) and City Deal Executive, in turn, any amendments or additions to the annual City Deal Business and Disposal Plan;
- iv) approve a 'Monitoring Schedule' for submission to the [MHCLGCLG](#);
- v) at any time, recommend to the [CLG-MHCLG](#) any amendments or additions to the Monitoring Schedule;
- vi) receive Monitoring Schedule progress updates on an annual basis;
- vii) receive regular financial updates in relation to the City Deal Infrastructure Delivery Fund;
- viii) receive regular reports on the Infrastructure Delivery Plan;
- ix) make recommendations as it sees fit, on any matter within its remit, to the City Deal Executive, [Homes EnglandHCA](#), City Deal Partners, and/or [MHCLGCLG](#).

#### **Governance Relationships**

- 15. [The HCA-Homes England](#) and City Deal Executive, acting unanimously, shall be responsible for agreeing and, if necessary, amending the Terms of Reference of the Stewardship Board.
- 16. The Stewardship Board shall review its Terms of Reference from time to time as and when necessary.
- 17. These Terms of Reference shall be read in conjunction with the City Deal Stewardship Board Agreement "Agreement" and Memorandum of Understanding "Memorandum". If any provisions of the Agreement or Memorandum conflict with any provisions of these Terms of Reference, these Terms of Reference shall prevail.
- 18. The Secretary shall maintain an official record of all Stewardship Board proceedings and a library of formal Stewardship Board documents.

#### **Publication of Papers**

- 19. [The agendas and papers for the City Deal Stewardship Board will be published on the LEP's website in accordance with the LEP's Assurance Framework.](#)



|



## LANCASHIRE SKILLS AND EMPLOYMENT BOARD

### TERMS OF REFERENCE Governance Structure and Terms of Reference

#### Composition

1. Unless otherwise agreed by the Lancashire Enterprise Partnership, the Skills and Employment Board shall comprise a minimum of 5 members and a maximum of 11.
2. The Members of the Skills and Employment Board shall be appointed by the Lancashire Enterprise Partnership Board and shall draw members from the training, skills and higher education sectors (up to 5, normally including 2 general further education colleges and 2 higher education providers) plus up to 6 from other private sector industries.
3. The Members of the Skills and Employment Board, as at the date of adoption of these Terms of Reference, are as follows:

#### **FE Sector (2).**

Amanda Melton, Chief Executive - Nelson and Colne College (Chair).  
Beverley Robinson, Chief Executive – Blackpool and the Fylde College.

#### **HE Sector (2).**

Lynne Livesey, Pro Vice Chancellor, University of Central Lancashire.  
Mark Allanson, Pro Vice-Chancellor, Edge Hill University

#### **Training (1)**

Steve Gray, Chief Executive, Training 2000.

#### **Private Sector (3)**

Joanne Pickering, Director of HR, Training and Quality, Forbes Solicitors and Chair of the Lancashire HR Employers Network.

Paul Holme, Chair of the North West Training Provider Network.

Lindsay Campbell – Partner Director Campbell & Rowley Catering and Events Ltd

4. Members are responsible for declaring potential conflicts of interest at the beginning of each meeting. It is member's responsibility to ensure that they leave the meeting for items for which the conflict of interest may result in inappropriate commercial advantage or gain.
5. The Skills and Employment Board may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.
6. Members are required to attend meetings regularly. If a member is unable to attend a meeting apologies should be given prior to the meeting. ~~If a member does not attend for 3 consecutive meetings, their membership may be reviewed. The decision to make~~

Formatted: Indent: Left: 0 cm, First line: 0 cm

~~any changes to the membership will be made by the LEP Board following recommendation by the other Skills and Employment Board members.~~

7. When considering the appointment of additional members to the Skills and Employment Board, perceived gaps in knowledge / experience, together with sectoral and geographical coverage should be taken into account.

#### **Chair and Deputy Chair**

8. The Lancashire Enterprise Partnership Board shall appoint the Chair.
9. The Chair shall not have a casting vote.
10. The Skills and Employment Board may appoint one of its number to act as Deputy Chair ("Deputy Chair").

#### **Quorum**

11. The quorum for Skills and Employment Board meetings shall be 3.
12. If within fifteen minutes from the time appointed for the holding of a Skills and Employment Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks.

#### **Secretary**

13. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Skills and Employment Board.
14. The Secretary shall produce minutes of all meetings of the Skills and Employment Board and will maintain a list of conflicts of interests. Future agendas will include a standard item requiring declarations of interests to be made in relation to specific items of business.

#### **Meeting Frequency**

15. The Skills and Employment Board shall meet according to operational need and currently meets 7 times per year.

#### **Decisions in Writing**

16. A resolution in writing signed by the majority of the members of the Skills and Employment Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Board.

#### **Remit**

Formatted: Indent: Left: 0 cm, First line: 0 cm

17. The Skills and Employment Board's primary responsibility is to consider skills development priorities within Lancashire, Blackpool and Blackburn and any related issues and make recommendations on the same to the relevant bodies. In doing so, the Skills and Employment Board shall:
- i) commission and maintain an evidence-base to help understand key skill demands in the LEP area and support the development and tracking of an agreed Skills and Employment Framework with agreed Key Performance Indicators;
  - ii) oversee the production of a Skills and Employment Framework for the area which is consistent with the wider economic priorities set out in the LEP's Growth Plan;
  - iii) develop and promote skills-related initiatives and programmes aligned with agreed priorities, as part of the LEP's Strategic Economic Plan;
  - iv) will identify and work with other LEP areas on skills issues of strategic and cross-boundary significance; and
  - v) advise on the deployment of skills funding directly accessed by the LEP.

The Skills and Employment Board will discharge its duties through the Lancashire Skills Hub to facilitate/enable a balanced, skilled and inclusive labour market which underpins and contributes to economic well-being and growth across the County.

#### **Governance Relationship with the Lancashire Enterprise Partnership (LEP)**

18. The LEP is responsible for agreeing the Terms of Reference of the Skills and Employment Board and has the power to vary the same.
19. The Skills and Employment Board shall review its Terms of Reference from time to time as necessary and report their findings to the LEP Board.

~~20. Minutes of Skills and Employment Board meetings shall be submitted to the LEP Board at the LEP's request.~~

- ~~201.~~ The Chair shall provide update reports to the LEP Board at the LEP's request.

#### **Relationship with Lancashire County Council**

- ~~212.~~ Lancashire County Council shall provide administrative and legal support to the Skills and Employment Board.
- ~~223.~~ Lancashire County Council shall maintain an official record of the Skills and Employment Board proceedings and a library of all formal Board documents.

#### **Publication of Papers**

Formatted: Indent: Left: 0 cm, First line: 0 cm

23. The agendas and papers of the Lancashire Skills and Employment Board -will be published on the LEP's website in accordance with the LEP's Assurance Framework.

|



~~Enterprise Zone Governance Committee~~ **ENTERPRISE ZONE GOVERNANCE COMMITTEE**

Formatted: Underline

**Governance Structure and Terms of Reference**

Formatted: Underline

Membership Composition

Formatted: Font: Not Italic

Chair: ~~Edwin Booth~~ David Taylor, Deputy Chair of the Lancashire Enterprise Partnership (LEP)

Members: Cllr Geoff Driver CBE, Leader of Lancashire County Council  
Councillor Simon Blackburn, Leader of Blackpool Council  
Mark Smith, Vice Chancellor, University of Lancaster  
~~David Taylor, Chairman, David Taylor Partnership~~ Edwin Booth, Chair of the LEP  
**One Vacancy**

Formatted: Highlight

Observers: Katherine O'Connor, Department for Business, Energy and Industrial Strategy  
~~Mick Allen~~ Paul Evans, Department for Business, Energy and Industrial Strategy

Quorum: Chair and two members of the EZ Governance Committee

Formatted: Font: +Body (Calibri)

1. Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

Formatted: List Paragraph, Bullets, Dot pt, F5 List Paragraph, List Paragraph 1, List Paragraph 11, Indent: Left: 0 cm, Hanging: 1.25 cm, Outline numbered + Level: 3 + Numbering Style: 1, 2, 3, ... + Aligned at: 4.58 cm + Tab after: 5.85 cm + Indent at: 5.85 cm, Tab stops: 1.25 cm, List tab + Not at 5.85 cm

**Frequency of Meetings**

Formatted: Font: +Body (Calibri)

2. Bi-Monthly, or as required in accordance with operational need.

Formatted: List Paragraph, Bullets, Dot pt, F5 List Paragraph, List Paragraph 1, List Paragraph 11, Indent: Left: 0 cm, Hanging: 1.25 cm, Outline numbered + Level: 3 + Numbering Style: 1, 2, 3, ... + Aligned at: 4.58 cm + Tab after: 5.85 cm + Indent at: 5.85 cm, Tab stops: Not at 5.85 cm

**Observers**

Formatted: Font: +Body (Calibri)

3. The EZ Governance Committee may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.

Formatted: List Paragraph, Bullets, Dot pt, F5 List Paragraph, List Paragraph 1, List Paragraph 11, Indent: Left: 0 cm, Hanging: 1.25 cm, Outline numbered + Level: 3 + Numbering Style: 1, 2, 3, ... + Aligned at: 4.58 cm + Tab after: 5.85 cm + Indent at: 5.85 cm, Tab stops: Not at 5.85 cm

**Secretary**

Formatted: Font: +Body (Calibri)

4. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the EZ Governance Committee.

Formatted: List Paragraph, Bullets, Dot pt, F5 List Paragraph, List Paragraph 1, List Paragraph 11, Indent: Left: 0 cm, Hanging: 1.25 cm, Outline numbered + Level: 3 + Numbering Style: 1, 2, 3, ... + Aligned at: 4.58 cm + Tab after: 5.85 cm + Indent at: 5.85 cm, Tab stops: Not at 5.85 cm

5. The Secretary shall produce minutes of all meetings of the EZ Governance Committee and will maintain a list of conflicts of interests. Future agendas will include a standard item requiring declarations of interests to be made in relation to specific items of business.

Formatted: Font: +Body (Calibri)

Formatted: List Paragraph, Bullets, Dot pt, F5 List Paragraph, List Paragraph 1, List Paragraph 11, Indent: Left: 0 cm, Hanging: 1.25 cm, Outline numbered + Level: 3 + Numbering Style: 1, 2, 3, ... + Aligned at: 4.58 cm + Tab after: 5.85 cm + Indent at: 5.85 cm, Tab stops: 1.25 cm, List tab + Not at 5.85 cm

**Decisions in Writing**

6. A resolution in writing signed by the majority of the members of the EZ Governance Committee for the time being shall be as valid and effectual as if it had been passed at a meeting of the Committee.

**Formatted:** Font: +Body (Calibri)  
**Formatted:** List Paragraph,Bullets,Dot pt,F5 List Paragraph,List Paragraph1,List Paragraph11, Indent: Left: 0 cm, Hanging: 1.25 cm, Outline numbered + Level: 3 + Numbering Style: 1, 2, 3, ... + Aligned at: 4.58 cm + Tab after: 5.85 cm + Indent at: 5.85 cm, Tab stops: 1.25 cm, List tab + Not at 5.85 cm

**Role and Responsibilities**

7. The EZ Governance Committee is a committee of the Lancashire Enterprise Partnership.

**Formatted:** Font: +Body (Calibri)  
**Formatted:** List Paragraph,Bullets,Dot pt,F5 List Paragraph,List Paragraph1,List Paragraph11, Indent: Left: 0 cm, Hanging: 1.25 cm, Outline numbered + Level: 3 + Numbering Style: 1, 2, 3, ... + Aligned at: 4.58 cm + Tab after: 5.85 cm + Indent at: 5.85 cm, Tab stops: Not at 5.85 cm

8. The EZ Governance Committee is responsible for setting and overseeing the strategic direction of the Lancashire Enterprise Zone Lancashire Advanced Manufacturing and Energy Cluster (LAMEC). It will also provide regular reports to the LEP Board, specifically focusing on:

- Regular progress updates on the delivery of infrastructure into Lancashire's 4 Enterprise Zones;
- Regular progress reports on the drawdown/development of land on Lancashire's 4 Enterprise Zone sites;
- Regular progress reports on the generation of commercial leads and enquiries on Lancashire's 4 Enterprise Zone sites;
- Regular financial reports regarding the generation of Business Rates growth at Lancashire's 4 Enterprise Zone sites;
- Regular financial reports on Business Rates Relief providing to companies locating to Lancashire's 4 Enterprise Zone sites;
- Regular financial reports on the provision and repayment of any public investment provided in support of the development of Lancashire's 4 Enterprise Zone sites;
- Regular progress updates on the number of jobs and commercial floor-space created across Lancashire's 4 Enterprise Zone sites; and
- Regular progress reports on planning frameworks and commercial masterplans in place across Lancashire's 4 Enterprise Zone sites.

**Formatted:** Font: +Body (Calibri)  
**Formatted:** List Paragraph,Bullets,Dot pt,F5 List Paragraph,List Paragraph1,List Paragraph11, Indent: Left: 0 cm, Hanging: 1.25 cm, Outline numbered + Level: 3 + Numbering Style: 1, 2, 3, ... + Aligned at: 4.58 cm + Tab after: 5.85 cm + Indent at: 5.85 cm, Tab stops: Not at 5.85 cm  
**Formatted:** Font: +Body (Calibri)

**Publication of Papers**

9. The agendas and papers of the Enterprise Zone Governance Committee will be published on the LEP's website in accordance with the LEP's Assurance Framework.

**Formatted:** No bullets or numbering  
**Formatted:** Indent: Left: 0 cm, Hanging: 1.25 cm, Outline numbered + Level: 3 + Numbering Style: 1, 2, 3, ... + Aligned at: 4.58 cm + Tab after: 5.85 cm + Indent at: 5.85 cm, Tab stops: 1.25 cm, List tab + Not at 5.85 cm  
**Formatted:** Font: +Body (Calibri), Font color: Text 1  
**Formatted:** Normal





Growth Deal Management Board **GROWTH DEAL MANAGEMENT BOARD**

~~TERMS OF REFERENCE~~ **Governance Structure and Terms of Reference**

**Composition**

1. Unless otherwise agreed by the LEP, the Growth Deal Management Board shall comprise a minimum of 6 members and a maximum of 10.
2. The Chair and membership of the Growth Deal Management Board shall be appointed by the LEP.
3. The Chair of the Growth Deal Management Board shall be a Director of the LEP Board and a member of the LEP's Performance Committee.
4. The Members of the Growth Deal Management Board, as at the date of adoption of these Terms of Reference, are as follows:

*Graham Cowley (Chair)*      *LEP Director, Executive Director Local Government, Development and Regulatory Services, Capita Local Government, Health and Property*

*Sue Procter*      *Director, Programmes and Project Management Lancashire County Council*

*Alan Cavill*      *Director of Place, Blackpool Council*

*Denise Park*      *Deputy Chief Executive, Blackburn with Darwen Borough Council*

*Dr Michele Lawty-Jones*      *Director, Lancashire Skills Hub*

*Gareth Smith*      ~~*Project Director and Head of Regeneration, Barnfield Investment Properties*~~ *Gareth Smith Consulting*

~~*Michael Ahern*~~ *Professor Robert Walsh* *Chief Operating Officer, Director of Research and Innovation, UCLAN*

*Julie Whittaker*      *Economic, Housing and Regeneration Manager, Pendle Borough Council*

**Observers:**

*Katherine O'Connor*      *Department for Business, Energy and Industrial Strategy*

Formatted: Underline  
Formatted: Centered  
Formatted: Underline  
Formatted: Font: Bold  
Formatted: Font: Bold

Formatted: Indent: Hanging: 5.08 cm

*Mick Allen Paul Evans*  
Strategy

Department for Business, Energy and Industrial

Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

5. The Growth Deal Management Board may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.

#### **Chair and Deputy Chair**

6. The Chair of the Growth Deal Management Board will be a private sector representative and be a member of the LEP Board.
7. The Chair shall not have a casting vote.
8. The Growth Deal Management Board may appoint one of its number to act as Deputy Chair ("Deputy Chair").

#### **Quorum**

9. The quorum for Growth Deal Management Board meetings shall be 3, including the Chair.
10. If within 15 minutes from the time appointed for the holding of a Growth Deal Management Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within 2 weeks and if at that meeting a quorum is not present within 15 minutes from the time appointed for holding the meeting the Members present shall be a quorum.

#### **Secretary**

11. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Growth Deal Management Board.
12. The Secretary shall produce minutes of all meetings of the Growth Deal Management Board and will maintain a list of conflicts of interests, in accordance with the LEP's Assurance Framework. Growth Deal Management Board agendas will include a standard item requiring declarations to be made in relation to specific items of business.

#### **Meeting Frequency**

13. The Growth Deal Management Board shall meet according to operational need.

#### Decisions in Writing

14. A resolution in writing signed by the majority of the members of the Growth Deal Management Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Growth Deal Management Board.

#### Remit

15. The Growth Deal Management Board's primary responsibility is to ensure the implementation of the Growth Deal and to make strategic recommendations to the LEP Board in this regard.
16. The Growth Deal Management Board shall:
  - Implement and monitor the Growth Deal in accordance with the Growth Deal Implementation Plan and Growth Deal Monitoring and Evaluation Framework;
  - Ensure that the Growth Deal Implementation Plan and Monitoring and Evaluation Framework are updated according to operational need, and annually as a minimum;
  - Oversee the work of the Monitoring and Evaluation Sub Group, receive quarterly reports from the same and approve the submission of quarterly monitoring reports;
  - Ensure that any conditions attached to Local Growth Fund funding agreements are discharged appropriately;
  - Refer to the LEP Board any issues arising if project sponsors are unable to comply with the Growth Funding principles agreed by the LEP Board;
  - Make recommendations to the LEP Board on any proposed material changes to funding profiles, including redirecting significant resources in year and between projects; and
  - Make recommendations to the LEP Board (who in turn would need to seek approval from Government) on any proposed material changes to project funding in the event of non-delivery, and / or the withdrawal of grant offer.

#### Governance Relationship with the LEP

17. The LEP is responsible for agreeing the Terms of Reference of the Growth Deal Management Board and has the power to vary the same.
18. The Growth Deal Management Board shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.

~~19. Minutes of the Growth Deal Management Board meetings shall be submitted to the LEP Board at the LEP's request.~~

Formatted: Indent: Left: 0 cm, First line: 0 cm

**1920.** The Chair shall provide update reports to the LEP Board at the LEP's request.

**201.** The Chair of the Growth Deal Management Board shall sit on the LEP's Performance Committee.

#### **Relationship with Lancashire County Council**

**212.** Lancashire County Council, as accountable body to the LEP, shall provide programme management, economic development, financial, administrative and legal support to the Growth Deal Management Board.

**223.** The Growth Deal Management Board will be supported by consultants appointed to advise on the implementation of the Growth Deal Monitoring and Evaluation Framework.

**234.** Lancashire County Council shall maintain an official record of the Growth Deal Management Board proceedings and a library of all formal Growth Deal Management Board documents.

#### **Publication of Papers**

**245.** The agendas and papers of the Growth Deal Management Board will be published on the LEP's website in accordance with the LEP's Assurance Framework.

**LANCASHIRE BUSINESS SUPPORT MANAGEMENT BOARD**

**TERMS OF REFERENCE Governance Structure and Terms of Reference**

Formatted: No underline

Formatted: No underline

**Composition**

1. Unless otherwise agreed by the Lancashire Enterprise Partnership, the Business Support Management Board shall comprise a minimum of 4 members and a maximum of 10.
2. The Members of the Business Support Management Board shall be appointed by the Lancashire Enterprise Partnership and shall draw members be drawn from business, business representative organisations, business support providers and business finance specialists.
3. The proposed members of the Business Support Management Board, as at the date of adoption of these Terms of Reference, are as follows:

Mike Blackburn	Chair / LEP Board Member
<del>Gillian Bardin</del>	<del>Taylor Patterson</del>
<del>Paul Foster</del>	<del>Federation of Small Business</del>
Babs Murphy	NWL Chamber
Frank McKenna	Downtown in Business Lancashire
<del>Gary Lovatt</del>	<del>Federation of Small Business</del>
<del>John Kersey</del> Sue Smith	<del>Lancashire Institute of Directors</del> Centre of SME Development, UCLAN
<del>Stuart Thomson</del>	<del>Lancashire IOD</del>
Tim Webber	<del>Regenerate Pennine Lancashire</del> Growth Lancashire

Formatted: Indent: Left: 0 cm, First line: 1.27 cm

Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

~~In addition the group will seek by nomination members offering expertise on:-~~

Formatted: Indent: Left: 0 cm, First line: 0 cm

~~HEI's as a provider of Business Support Business Finance as a constraint on business growth ambitions.~~

4. The Business Support Management Board may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.
5. When considering the appointment of additional members to the Business Support Management Board, perceived gaps in knowledge / experience, together with sectoral and geographical coverage will be taken into account.

**Chair and Deputy Chair**

6. The Lancashire Enterprise Partnership shall appoint the Chair.

7. The Chair shall not have a casting vote.
8. The Business Support Management Board may appoint one of its number to act as Deputy Chair ("Deputy Chair").

#### **Quorum**

9. The quorum for Business Support Management Board meetings shall be 3
10. If within fifteen minutes from the time appointed for the holding of a Business Support Management Board meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks.

#### **Secretary**

11. The Company Secretary of the Lancashire Enterprise Partnership (or their nominee) shall serve as the Secretary ("The Secretary") to the Business Support Management Board.
12. The Secretary shall produce minutes of all meetings of the Business Support Management Board and will maintain a list of conflicts of interests. Future Business Support Management Board agendas will include a standard item requiring declarations to be made in relation to specific items of business.
13. The Secretary shall produce and maintain an action list of all outstanding Business Support Management Board matters, a copy of which shall be circulated to meetings of the Business Support Management Board.

#### **Meeting Frequency**

14. The Business Support Management Board shall meet according to operational need.

#### **Decisions in Writing**

15. A resolution in writing signed by the majority of the members of the Business Support Management Board for the time being shall be as valid and effectual as if it had been passed at a meeting of the Business Support Management Board.

#### **Remit**

16. The Business Support Management Board's primary responsibility is to consider skills development priorities within across the LEP geography and any related issues and make recommendations on the same to the relevant bodies. In doing so, the Business Support Management Board shall:
  - a. Develop and promote business support strategy, initiatives and programmes aligned with agreed priorities, as part of the LEP's Strategic Economic Plan;

- b. Seek to co-ordinate and commission a publicly funded business support offer which is clear, fit for purpose and which complements both commercial and national offers.
- c. Commission and maintain an evidence-base to help understand key business support demands in the LEP area;
- d. Identify and work with other LEP areas on business support issues of strategic and cross-boundary significance; and
- e. Advise on the deployment of business support funding directly accessed or influenced by the LEP and make best use of public investment in this policy area.

#### **Governance Relationship with the LEP**

17. The LEP is responsible for agreeing the Terms of Reference of the Business Support Management Board and has the power to vary the same.
18. The Business Support Management Board shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.
19. Minutes of Business Support Management Board meetings shall be submitted to the LEP Board at the LEP's request and significant action points will be reported as part of a Chair's Update.
20. The Chair shall provide update reports to the LEP Board at the LEP's request.

#### **Relationship with Lancashire County Council**

21. Lancashire County Council shall provide administrative and legal support to the Business Support Management Board.
22. Lancashire County Council shall maintain an official record of the Business Support Management Board proceedings and a library of all formal Business Support Management Board documents.

#### **Publication of Papers**

23. The agendas and papers of the Business Support Management Board will be published on the LEP's website in accordance with the LEP's Assurance Framework.



~~Performance Committee~~**PERFORMANCE COMMITTEE**  
Governance Structure and Terms of Reference

Formatted: Underline

Formatted: Centered

**TERMS OF REFERENCE**

**Composition**

1. Unless otherwise agreed by the LEP, the Performance Committee shall comprise 6 members.
2. The Members of the Performance Committee shall be appointed by the LEP and shall draw a minimum of 3 private sector directors as members.
3. A place will be reserved on the Performance Committee for the nominee of the Lancashire Leaders Group.
4. The Members of the Performance Committee, as at the date of adoption of these Terms of Reference, are as follows:

<i>Liam Finnigan (Chairman)</i>	<i>LEP Director, KPMG</i>
<i>David Taylor</i>	<i>LEP Director, David Taylor Partnership</i>
<i>Graham Cowley</i>	<i>LEP Director, Capita Ltd</i>
<i>Edwin Booth</i>	<i>LEP Director</i>
<i>Councillor Peter Rankin</i>	<i>Local Authority Nominee</i>

**One vacancy**

Formatted: Highlight

Members can nominate substitute representatives, with written notification provided to the Clerk in advance of the meeting. Substitutes will be counted towards the quorum and will be entitled to vote. The use of substitutes shall be by exception rather than rule.

5. The Performance Committee may invite any persons it sees fit to attend meetings as observers. Observers shall be subject to the LEP Assurance Framework protocol on observer attendance at meetings.
6. The County Council's Director of Governance, Finance and Public Services (and LEP Company Secretary) and Section 151 Officer (or their nominees) will attend meetings of the Performance Committee.

**Chair and Deputy Chair**

7. The Performance Committee shall appoint one of its number to act as Chair ("the Chair"). The Chair of the Performance Committee will be a private sector representative and be a member of the LEP Board.

8. The Chair shall not have a casting vote.
9. The Performance Committee may appoint one of its number to act as Deputy Chair ("Deputy Chair").

#### Quorum

10. The quorum for Performance Committee meetings shall be a minimum of 3 directors. In the event that the Chair is not present the Committee should appoint one of the members present to act as Chair in his/her absence.
11. If within 15 minutes from the time appointed for the holding of a Performance Committee meeting a quorum is not present, the meeting shall be adjourned. The Secretary shall arrange for the meeting to take place within two weeks and if at that meeting a quorum is not present within 15 minutes from the time appointed for holding the meeting the Members present shall be a quorum.

#### Secretary

12. The LEP's Company Secretary (or their nominee) shall serve as the Secretary ("The Secretary") to the Performance Committee.
13. The Secretary shall produce minutes of all meetings of the Performance Committee and will maintain a list of conflicts of interests, in accordance with the LEP's Assurance Framework. Performance Committee agendas will include a standard item requiring declarations to be made in relation to specific items of business.

#### Meeting Frequency

14. The Performance Committee shall meet at least once in a 12 month period, ~~and~~ as necessary according to operational need.

#### Decisions in Writing

15. A resolution in writing signed by the majority of the members of the Performance Committee for the time being shall be as valid and effectual as if it had been passed at a meeting of the Performance Committee.

#### Remit

16. The Performance Committee will provide oversight on six key areas of performance:
  - (i) Quantum of resources secured by the LEP;
  - (ii) Investment decision making;
  - (iii) Implementation and delivery of key LEP initiatives;
  - (iv) Monitoring and evaluation of key LEP initiatives;
  - (v) Compliance with LEP policies and procedures, as set out in the

- (vi) LEP's Assurance Framework; and  
Risk management.

17. The Performance Committee will not make recommendations on individual scheme approvals.

**Governance Relationship with the LEP**

18. The LEP is responsible for agreeing the Terms of Reference of the Performance Committee and has the power to vary the same.
19. The Performance Committee shall review its Terms of Reference from time to time as necessary and report their findings to the LEP.
20. Minutes of the Performance Committee meetings shall be submitted to the LEP Board at the LEP's request.
21. The Chair shall provide update reports to the LEP Board at the LEP's request.

**Relationship with Lancashire County Council**

22. Lancashire County Council, as accountable body to the LEP, shall provide legal, audit, financial and programme management support through, respectively, the Director of Corporate Services, (LEP Company Secretary), Head of Internal Audit, Section 151 Officer and Director of Economic Development and Planning.
23. Lancashire County Council shall maintain an official record of the Performance Committee proceedings and a library of all formal Performance Committee documents.

**Publication of Papers**

24. The agendas and papers of the Performance Committee will be published on the LEP's website in accordance with the LEP's Assurance Framework.

## Annex '2'

### **Protocol on the Disclosure of Confidential Information for Directors / Observers / Officers and other attendees at Lancashire Enterprise Partnership Board Meetings**

The Lancashire Enterprise Partnership seeks to make information it holds freely available to the public in fulfilling its responsibility for openness and accountability.

In doing so, it must respect the rights of individuals and other organisations. It is also in the public interest that its commercial interests are protected to the extent recognised by the Freedom of Information Act.

This protocol sets out the arrangements agreed by the Lancashire Enterprise Partnership for the treatment by all attendees at Board meetings of confidential information.

- Confidential information will be identified in one of the following ways:
  - a. Marked "not for publication" and include a statement that the report contains confidential or exempt information
  - b. Included in Part II of an agenda for a Board meeting
  - c. Received with a covering letter or other communication which indicates the document is confidential
- If you receive confidential information you should assume that it is provided to you for your personal information and you should not disclose it to anyone unless one of the following applies;
  - a. Information at 1b above will be supplied to all other members attending the meeting in question and will be shared and discussed with them. It should not however, be shared with other people who are not involved in the meeting.
  - b. You have the written consent of the person who provided you with the information to the specific disclosure made.
  - c. You have received legal advice that you are under a legal obligation to disclose that information to a person who has requested it. The Company Secretary will provide advice on this point if requested.
  - d. You may disclose the information if it is necessary for you to do so in order to obtain advice from a professional adviser, provided that adviser gives a binding obligation not to disclose the information themselves.

## Annex '3'

### **Guidance on publication of meeting papers and agendas – Compliance with the Local Government Act 1972**

#### **1. Scope**

These rules apply to all meetings of the Lancashire Enterprise Partnership Board (LEP) and its Committees.

The LEP is committed to publishing agenda papers and minutes for Full Board meetings and any Committees which involve decisions about public money. All papers can be accessed via the LEP Website, or, the LEP's Accountable Bodies website (Lancashire County Council). This is based on the National LEP Assurance Framework and is done in accordance with the [Local Government Act 1972](#).

#### **2. Publication Procedure**

- The LEP will give at least five clear working days' notice of any meeting by posting details of the meeting on its website.
- Meeting agendas and papers are published at least 5 clear working days before meetings take place.
- Minutes of Board and Committee meetings are published within 10 clear working days of the meeting taking place at the very least in draft format which are subject to final approval by the Board. Once approved final versions of minutes are published within 10 clear working days.

#### **3. Declaration of Interests**

The LEP confirms to the Government Best Practice Guidance in relation to Directors Interests and a full LEP Directors Register of Interest can be accessed on the LEP website [here](#).

In addition, any declaration of interest made at a meeting of the LEP Board or one of its Committees is included in the minutes of the relevant LEP Board or Committee meeting. If this is a new declaration not previously notified by that Director, their register of interests is updated with the new declaration included.

#### **4. Guidance on Handling Confidential and Exempt Information**

##### **4.1 Confidential information – requirement to exclude public**

The public have to be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

##### **4.2 Meaning of confidential information**

The LEP complies with [The Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) with regard to confidential information.

Confidential information means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order and as fully defined in [Section 100A\(3\) of the Local Government Act 1972](#).

##### **4.3 Exempt information – discretion to exclude public**

The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information would be disclosed.

##### **4.4 Meaning of exempt information**

Exempt information means information falling within the following 7 categories (subject to the qualifications below):

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

6. Information which reveals that the authority proposes -
  - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
  - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

## 5 Qualifications

- (a) Information relating to the financial or business affairs of any particular person is not exempt if it is required to be registered under: the Companies Act 2006; the Friendly Societies Act 1974; the Friendly Societies Act 1992; the Industrial and Provident Societies Acts 1965 to 1978; the Building Societies Act 1986; or the Charities Act 1993.
- (b) Information in one of the seven categories of exempt information which is not prevented from being exempt by definition of point (a) described above is exempt if the public interest in maintaining the exemption outweighs the public interest in disclosing it.

## 6 Process for Handing Information

- Documents shall be accessed against the above criteria and must be considered to match the criteria in order to be deemed confidential.
- In the event a document is assessed as being confidential it shall be marked as such listing the appropriate Local Government Act 1972 exemption.
- The reason for exemption shall be published on the LEP website within the relevant agenda papers section.

## Annex '4'

### **LEP Director and Committee Member Protocol 'The Nolan Principles'**

Directors of the Lancashire Enterprise Partnership and all of its Committee Members shall comply with the Seven Principles of Public Life which are:

#### **1. Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **2. Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **3. Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **4. Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **5. Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **6. Honesty**

Holders of public office should be truthful.

#### **7. Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

For further information on the 7 principles and the work of the Committee on Standards in Public Life, visit the Committee's [website](#) and [blogsite](#).



### Attendance protocol for LEP Directors and LEP Committee Members

Attendance at meetings is important. LEP Directors and Committee Members are expected to regularly attend meetings.

- (1) If LEP Directors or Committee Members miss three meetings in a row this will be reported by the Company Secretary to the County Council's Director of Economic Development [and Planning](#) and the Chair of the LEP Board. This may result in a LEP Director or Committee Member having their appointment reviewed, and, unless deemed to be extraordinary circumstances, could be removed from their post. This will be reviewed on a case-by-case basis.
- (2) In addition, overall attendance statistics will be reviewed by the Company Secretary on an annual basis. If a Director or Committee Members attendance within a period of one year falls below 50% this may also result in triggering the process set out at (1).

### The Requirements of the Companies Act 2006 "Directors Duties"

In addition to the requirements placed on LEP Directors in this Assurance Framework it is important to note that the Lancashire Enterprise Partnership is a Private Limited Company and as such LEP Directors have additional requirements placed on them by the Companies Act 2006.

The Companies Act 2006 defines a number of general legal duties for directors of UK companies. Set out below is a brief summary of the main duties directors need to be aware of:

#### The duty to act within powers

Directors must act in accordance with the company's constitution (i.e. the articles of association and formal resolutions and decisions), and only exercise powers for the purposes for which they are conferred. A copy of the articles is included in this information pack.

#### The duty to promote the success of the company

Directors must act in a way which they consider, in good faith, will promote the success of the company in delivering its objects, having regard to:

- (a) the likely consequences of any decision in the long term;
- (b) the interests of the company's employees;
- (c) the need to foster the company's business relationships with suppliers, customers and others;
- (d) the impact of the company's operations on the community and the environment;

(e) the desirability of the company maintaining a reputation for high standards of business conduct.

**The duty to exercise independent judgement**

Each director must exercise independent judgment in his or her decision making.

**The duty to exercise reasonable care, skill, and diligence**

Directors must exercise reasonable care, skill and diligence in their duties. The meaning of 'reasonable care, skill and diligence' is judged according to what may reasonably be expected of a person carrying out the functions of director of that company. It is also judged according to the general knowledge, skill and experience of the individual director.

**The duty to avoid conflicts of interest**

Directors must avoid situations in which they could have a direct or indirect interest that conflicts with the interests of the company. This applies in particular to the exploitation of any property, information or opportunity (regardless of whether the company could take advantage of that property, information or opportunity). However, this duty is not infringed if the matter has been authorised by the board.

**The duty not to accept benefits from third parties**

Directors must not accept benefits from third parties unless the benefit cannot reasonably be regarded as likely to give rise to a conflict of interest.

A separate detailed Annex providing more details on directors' interests is included in the Assurance Framework.

**If you require any further information or advice, please do not hesitate to contact:**

Andy Milroy, Senior Democratic Services Officer, Email: [andy.milroy@lancashire.gov.uk](mailto:andy.milroy@lancashire.gov.uk)  
Telephone: 01772 530354

## Annex '5'

### Code of Conduct for Lancashire Enterprise Partnership (LEP) Board Members

You are a Board Member of the Lancashire Local Enterprise Partnership (LEP) and hence you shall have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in your conduct at all times, full details on these principles, referred to as the "Nolan" principles are set out below.

Accordingly, when acting in your capacity as a Board Member of the Lancashire Local Enterprise Partnership:

- You must act in a manner consistent with the LEP's equality and diversity strategy and treat your fellow Board Members, members of staff and others you come into contact with when working in their role with respect and courtesy at all times.
- You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
- You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded to influence you in the performance of your official duties.
- When carrying out your LEP duties you must make all choices, such as making appointments, awarding contracts or recommending individuals for rewards or benefits, based on evidence.
- You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your position. You must be as open as possible about both your decisions and actions and the decisions and actions of the LEP. In addition, you should be prepared to give reasons for those decisions and actions.
- You must declare any private interests, both pecuniary and non-pecuniary, including membership of any Trade Union, political party or local authority that relates to your LEP duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in a manner conforming to the procedures set out in the section 'Registering and declaring pecuniary and non-pecuniary interests'.
- You must, when using or authorising the use by others of the resources of the LEP, ensure that such resources are not used improperly for political or personal purposes (including party political purposes).
- You must promote and support high standards of conduct when serving in your LEP post, in particular as characterised by the above requirements, by leadership and example.

### Registering and declaring pecuniary and non-pecuniary interests

You must, within 28 days of taking office as a Board Member or co-opted, notify your LEP Company Secretary and Accountable Body's Section 151 Officer of any disclosable pecuniary interest<sup>1</sup>, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a spouse, or as if you were civil partners.

In addition, you must, within 28 days of taking office, notify the LEP Company Secretary and the Accountable Body's Section 151 Officer of any non-pecuniary interest<sup>2</sup> which the LEP has decided should be included in the register or which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life (The Nolan Principles). These non-pecuniary interests will necessarily include your membership of any Trade Union.

Board members should review their individual register of interest before each board meeting and decision making committee meeting. If an interest has not been entered onto the LEP's register, then the member must disclose the interest at any meeting of the LEP at which they are present, where they have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest'<sup>3</sup>.

Following any disclosure of an interest not on the LEP register or the subject of pending notification, you must notify the LEP Company Secretary and Section 151 Officer of the interest within 28 days beginning with the date of disclosure.

Unless dispensation has been granted, you may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have a pecuniary interest. Additionally, you must observe the restrictions your LEP places on your involvement in matters where you have a pecuniary or non pecuniary interest as defined by the LEP.

#### Footnote

1 For the purposes of this guidance, we are using the definition of a pecuniary interest as set out in the [Localism Act 2011](#) and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.

2 A Non-Pecuniary interest is any interest which is not listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#).

3 A 'sensitive interest' is described in the [Localism Act 2011](#) as a member or co-opted member of an authority having an interest, and the nature of the interest being such that the member or co-opted member, and the authority's monitoring officer, consider that disclosure of the details of the interest could lead to the member or co-opted member, or a person connected with the member or co-opted member, being subject to violence or intimidation.

## Annex '6'

### LEP Observers Protocol

The Lancashire Enterprise Partnership will permit the attendance of Observers at Board meetings subject to the following provisions:

- (i) Observers are requested to make themselves known to the Company Secretary (or their representative) and state their name, the organisation they represent and their purpose for attending the meeting. Ideally this should be done in writing (or via email) in advance of the meeting.
- (ii) The Chair will seek formal approval from the Directors present to any request for an Observer to attend for Part I (Items that are publically available) and, if applicable, Part II (Private and Confidential items). Observers will usually be excluded from any Part II items other than in exceptional circumstances.
- (iii) If an Observer is permitted to attend for any Part II items they must agree to adhere to the Protocol on the Disclosure of Confidential Information for Directors / Observers / Officers and other attendees at Lancashire Enterprise Partnership Board meetings. Any Observers present from local authorities will also be bound by their own confidentiality procedures.
- (iv) The Board will determine appropriate action to be taken in the event of any proven / intentional breaches of this confidentiality statement.

### Speaking at Meetings

As a general rule Observers will not be permitted to speak at Lancashire Enterprise Partnership Board meetings, unless invited to do so by the Chair.

The Chair may terminate any speech made by an Observer if he/she considers it appropriate to do so. The Chair's judgement will be informed by the following provisions:

Observers must not:

- Speak at a point in the meeting other than those where they are invited to do so by the Chair.
- Interrupt another speaker.
- Reveal personal information about another individual.
- Make individual or personal complaints against any member of the Board.
- Reveal information which they know or believe to be confidential.
- Use offensive, abusive or threatening language.
- Ignore the ruling of the Chair of the meeting.

Persistent disregard of the above protocol may result in Observers being asked to leave the meeting.

## Annex '7'

### Directors' Interests

Under the provisions of the Companies Act 2006, as a director of Lancashire Enterprise Partnership Limited ("the company"), there are two different types of conflict of interest that you will need to declare to the company:

#### Situational Conflicts

Upon accepting your appointment as a director, you should inform the Company Secretary of anything, or any connection you have, which could potentially divert your mind from giving sole consideration to promoting the success of the company.

Although there is nothing to prohibit you from holding multiple directorships or even from engaging in business that competes with Lancashire Enterprise Partnership Limited, any situation where there is a degree of tension must be declared.

For example, as a director of the company it is your duty to act in the sole interest of the company. However, if you have been nominated by another organisation, a tension may arise out of any actual or perceived duty to act in the best interests of that organisation as opposed to the company itself.

Once any potential interests have been declared, they will be put to the other directors, who have the power to authorise them.

You have an ongoing duty to update the Company Secretary of any changes to your situational interests.

#### Transactional conflicts

A transactional conflict arises where as a director, you or a 'connected person' (for example a family member), has an interest in a proposed or existing transaction or arrangement with the company.

If you realise that you are in any way, directly or indirectly interested in a proposed transaction or arrangement with the company, you must declare the nature and extent of that interest to the other directors. This should be done via the Company Secretary. Any such declarations should be made as soon as practicable, ideally before or at the start of any Board meeting at which the item is to be considered.

If you have made such a declaration, the default position is for you not to be counted as participating in the decision-making process for quorum or voting purposes during consideration of the matter. However Lancashire Enterprise Partnership Limited's Articles of Association do enable the remaining, non-interested directors to, if they see fit, authorise any such conflicts and in these instances they may agree for you to take part.

Please note that specific provisions relating to directors' interests are set out in clauses 13.7 to 13.13 of the company's Articles of Association.

**If you require any further information or advice, please do not hesitate to contact:**

Andy Milroy, ~~Company Services~~ Senior Democratic Services Officer, Email:  
[andy.milroy@lancashire.gov.uk](mailto:andy.milroy@lancashire.gov.uk) Telephone: 01772 530354

## Annex '8'

### Gifts and Hospitality Policy

Directors of the Lancashire Enterprise Partnership (LEP) must (within 28 days of receiving it) notify the Company Secretary in writing of any gifts or hospitality received, the value of which is estimated at being over £25. "Hospitality" is defined as accommodation, food or drink, or entertainment which is provided free of charge or at a discounted rate. The requirement applies where the gifts or hospitality is received in your capacity as a Director, rather than from friends or family, received from any person or body other than the LEP.

Your notification must also give the identity of the donor of the gift or hospitality.

You should also make a notification of an accumulation of smaller gifts or hospitality valued at £25 or less received over a short period of time which when added together are valued above £25.

If you are uncertain of the value of a gift or hospitality you should declare it. It is also good practice to notify the Company Secretary of offers of gifts or hospitality which have been offered but refused.

A failure to notify the Company Secretary of any gifts and/or hospitality over the value of £25 is a breach of the LEP's Code of Conduct.

Any gifts or hospitality notified to the Company Secretary will be included in the LEP's register of Gifts & Hospitality, a copy of which is made available for public inspection and published on the LEP's website.

However, where you consider that disclosure of the details of any gift or hospitality could lead to you, or a person connected with you, being subject to violence or intimidation the Company Secretary may agree to exclude from the LEP's register such details as he considers appropriate and that information will not be included on the LEP's register.

## Annex '9'

### Board and Sub Board Members Allowances Scheme

Formatted: Font: +Body (Calibri), 11 pt

#### Introduction

Formatted: Left

Formatted: Font: +Body (Calibri), 11 pt

1. Lancashire Enterprise Partnership (LEP) travel and subsistence policy provides all Board and sub-board members and their guests/speakers ('the Claimant') who are required to travel on official LEP business the guidance to operate in an efficient and cost effective manner.

2. The LEP will reimburse the claimant for actual and reasonable expenses incurred wholly, exclusively and necessarily in the course of its operation and in accordance with the maximum rates and guidance of the policy set out below.

Formatted: Font: +Body (Calibri)

3. For clarity, the LEP does not pay expenses to Board/sub-board members or sector representatives for attendance at routine, scheduled meetings, but expenses will be paid in exceptional circumstances where agreed in advance with the LEP Chief Executive that they shall represent the LEP on official LEP business. The LEP Chief Executive reserves the right to escalate any concerns to the LEP Board if necessary.

Formatted: Font: +Body (Calibri), 11 pt

4. LEP Board/sub-board Members are however encouraged to incur a reasonable level of personal expenditure and claims should be made at their own discretion. Expenditure should only be incurred within the constraints of the appropriate budget and will be reviewed annually.

Formatted: Font: +Body (Calibri)

Formatted: Font: +Body (Calibri), 11 pt

#### Travel

Formatted: Font: +Body (Calibri), 11 pt

5. Car mileage can be claimed at a rate of 45p per mile up to 10,000 miles and 25p thereafter. Costs of parking charges may also be claimed. Any fines or penalties incurred for motoring or parking offences will not be reimbursed under any circumstances and are the responsibility of the claimant.

6. The LEP will reimburse the claimant a maximum of the cost of a standard open return rail ticket.

#### Overnight Accommodation

Formatted: Font: +Body (Calibri), 11 pt

7. Where the nature of the duties being undertaken result in a LEP Board/sub-board Member being absent from his/her usual place of residence, overnight accommodation will be booked and paid directly by the LEP via the LEP Chief Executive.

Formatted: Font: +Body (Calibri)

8. In exceptional circumstances where it is not possible for the LEP to make a direct booking on behalf of a LEP Board/sub-board Member, the actual receipted cost of accommodation, including breakfast, will be reimbursed to the LEP Board/sub-board Member. Such reimbursement will be subject to a maximum allowance per night of £151.27 for London and £131.71 elsewhere in the UK.



### Day Subsistence

Formatted: Font: +Body (Calibri), 11 pt

Formatted: Font: +Body (Calibri)

9. A LEP Board/sub-board Member may claim up to the following maximum amounts when absent for the periods stated below from their normal place of residence:

- (a) a period less than 4 hours - £6.62
- (b) a period between 4 and less than 8 hours - £13.15
- (c) a period between 8 and less than 12 hours - £26.34
- (d) a period in excess of 12 hours - £39.48

Formatted: Font: +Body (Calibri), 11 pt

10. All day subsistence claimed is subject to the production of receipts. The cost of alcohol may not be claimed for reimbursement.

Formatted: Font: +Body (Calibri)

### Travel Abroad

Formatted: Font: +Body (Calibri)

11. For LEP Board/sub-board Members travelling outside Great Britain on approved official LEP duties (including, for the purpose of this section, travelling in Northern Ireland), a flat daily rate up to a maximum of £73.05 will be provided. This allowance is intended to cover costs incurred on meals and transport whilst actually abroad. All subsistence claimed whilst abroad is subject to the production of receipts. The cost of alcohol may not be claimed for reimbursement.

## Annex '109'

### Confidential Reporting of Complaints Policy and Procedure

The Lancashire Enterprise Partnership (LEP) is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment we encourage employees and others with serious concerns about any aspect of the LEP's work to come forward and voice those concerns without fear of reprisal. For employees and those working closely with the LEP, please follow the whistleblowing policy on our [website](#). For third parties and members of the public, please follow the confidential complaints procedure outlined below.

If a member of the public or third party believes that their complaint fits the description below, they may report their concerns through the [whistleblowing policy procedure](#) which is set out at **Annex 110**.

*Whistleblowing* - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individuals own position and has no or very limited public interest.

### Confidentiality

If a member of the public or a third party wants to make a confidential complaint or raise a concern, it will be treated in confidence and every effort will be made to protect the person's identity if they wish to remain anonymous. The LEP will investigate all complaints or allegations.

### Anonymous allegations

The LEP takes all complaints and concerns raised by members of the public and third parties seriously. We will investigate anonymous allegations but remind complainants that when people put their names to an allegation the ability to investigate and therefore reach firm conclusions is strengthened. Concerns expressed anonymously will be considered at the discretion of the LEP. When exercising this discretion the factors to be taken into account would include:

- the seriousness of the issue raised;
- the credibility of the concern; and
- the likelihood of confirming the allegation from attributable sources.

The Department of Communities and Local Government may request information arising from this process if they have concerns regarding a LEP or have been approached with similar complaints. The expectation is that this information will be provided on an anonymous basis, but it may be necessary to provide personal details to progress a complaint.

Where details are gathered, the LEP will put in place appropriate data protection arrangements in line with the Data Protection Act 1998.

### **Confidential Complaints Procedure**

The LEP is aware that the organisation's ordinary complaints procedure may not be suitable if someone wants the complaint to remain confidential. If you would like to make a confidential complaint please write or email to:

Laura Sales, Company Secretary, Lancashire Enterprise Partnership  
C/O Lancashire County Council  
Legal and Democratic Services  
Christ Church Precinct  
Preston  
PR1 8XJ

Email: [enquiries@lancashirelep.co.uk](mailto:enquiries@lancashirelep.co.uk)

State that you want the complaint to remain confidential.

### **Action taken by the LEP**

The designated complaints officer will raise your concern and investigate the complaint. You can expect the officer to:

- Contact you within 10 working days to acknowledge the complaint and discuss the appropriate course of action.
- Write to you within 28 working days with findings of the investigation. If the investigation has not concluded within 28 working days, the officer will write to you to give reasons for the delay in resolving the complaint.
- Take the necessary steps to rectify the issue.

### **If you are unhappy with the outcome of the complaint or the complaint involves those responsible for the confidential complaints procedure:**

You can escalate your concerns through the LEP's Accountable Body, Lancashire County Council, through their complaints procedure which can be accessed [here](#)

<http://www.lancashire.gov.uk/council/get-involved/compliments-comments-complaints.aspx>

Lancashire County Council has its own confidentiality procedures.

If you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you can report it direct to the Cities and Local Growth Unit in the Department of Communities and Local Government and the Department of Business, Energy and Industrial Strategy, at the following email address:

[LEPPolicy@communities.gsi.gov.uk](mailto:LEPPolicy@communities.gsi.gov.uk) or by writing to LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as "Official - complaints".

## Annex '110'

### Lancashire Enterprise Partnership - Whistleblowing Policy

#### Introduction

A Discloser is the person who is the whistle-blower. They might be an employee, a LEP Board Member, a contractor or a third party.

This procedure outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for LEP Board Members and staff. The Standards in Public Life include the principles of; integrity, honesty, objectivity, accountability, openness, honesty, leadership and impartiality.

In particular LEP Board Members, as the key decision makers of the LEP, have a right and a responsibility to speak up and report behaviour that contravenes these values.

It is important that this procedure is followed when raising any concerns, to ensure that the matter is dealt with correctly.

#### Definitions

This document uses the following definitions:

- *Whistleblowing* - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individuals own position and has no or very limited public interest.
- *The LEP* – The Lancashire Enterprise Partnership
- *Discloser* – this is the person who is the whistle-blower. They might be an employee, a LEP Board Member, a contractor or a third party.
- *Responsible Officer* - this is the person, appointed by the LEP Board, with overall responsibility for maintaining and operating this whistleblowing policy. They will maintain a record of concerns raised and the outcomes (but will do so in a form that does not endanger confidentiality) and will report as necessary to the LEP Director of Economic Development and the LEP Board. Their name is Laura Sales,

Company Secretary, Lancashire Enterprise Partnership, and their contact details are [laura.sales@lancashire.gov.uk](mailto:laura.sales@lancashire.gov.uk), telephone: 01772 533375. If the concern relates to the Responsible Officer then in the alternative the concern should be raised with Martin Kelly, the Director of Economic Development **and Planning** [martin.kelly@lancashire.gov.uk](mailto:martin.kelly@lancashire.gov.uk) telephone: 01772 530611.

- *Relevant Concern* – something the Discloser has been asked to do, or is aware of which they consider to be wrong-doing and is in the public interest.

### Scope

The LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment, we encourage Disclosers with serious concerns about the work of the LEP to come forward and voice their concerns without fear of reprisal.

Disclosers should note that where the concern is one that might fall under the LEP's staff or work force policies on equality and diversity or harassment and bullying or other staff policies, they should consider using the reporting mechanisms for those other policies first, the LEP's Accountable Body is Lancashire County Council and procedures relating to reporting any of those matters should be reported to the County Council via the Lancashire County Council Complaints website here: <http://www.lancashire.gov.uk/council/get-involved/compliments-comments-complaints.aspx>

The LEP has a pre-existing complaints procedure that in many cases will be more appropriate for third parties or members of the public to follow. Third parties or members of the public should review the separate confidential complaints procedure outlined in the [LEPs complaints policy](#) on the LEP's website first before going through the whistleblowing process.

However, if a member of the public or third party believes that their complaint fits the description of a 'relevant concern' outlined below, they may report their concerns through the whistleblowing policy procedure.

### Policy Statement

The LEP acknowledges that Disclosers may often be the first people to realise that there may be something seriously wrong within the organisation.

This policy aims to:

- Encourage people to feel confident about raising serious concerns and to question and act upon their concerns without fear of victimisation or harassment;
- Provide avenues for Disclosers to raise those concerns and receive feedback on any action taken;
- Allow Disclosers to take the matter further if they are dissatisfied with the LEP's response; and
- Reassure all Disclosers, employees in particular who may have specific concerns about their position and employment status in the LEP, that they will be protected from possible reprisals or victimisation if they have a reasonable belief that they have made any disclosure in the public interest.

#### What is a relevant concern?

If a Discloser is asked to do something, or is aware of the actions of another, which they consider to be wrongdoing, they can raise it using this procedure. The Discloser must have a reasonable belief that raising the concern is in the public interest.

A Discloser may decide to raise a concern under the whistleblowing policy if they are aware of a situation that they feel:

- is against the LEP's procedures and protocols as set out in its code of conduct and LEP Assurance Framework;
- falls below established standards of practice the LEP subscribes to;
- amounts to improper conduct; or
- is an abuse of power for personal gain.

The types of matters regarded as a relevant concern for the purpose of this procedure include, but are not limited to, the following:

- Fraud or financial irregularity<sub>2</sub>;
- Corruption, bribery or blackmail<sub>2</sub>;
- Other Criminal offences<sub>2</sub>;
- Failure to comply with a legal or regulatory duty or obligation<sub>2</sub>;
- Miscarriage of justice<sub>2</sub>;
- Endangering the health or safety of any individual<sub>2</sub>;
- Endangering the environment<sub>2</sub>;
- Improper use of authority<sub>2</sub>; or
- Concealment of any of the above.

Disclosers should not raise malicious or vexatious concerns, nor should they raise knowingly untrue concerns. In addition, this procedure should not be used to raise concerns of a HR/personal nature, for example, complaints relating to a management decision or terms and conditions of employment. These matters should be dealt with using the relevant alternative procedure, for example, the LEP grievance procedure. Equally, this policy would not apply to matters of individual conscience where there is no suggestion of wrongdoing by the LEP but, for example, an employee or LEP Board Member is required to act in a way which conflicts with a deeply held personal belief.

### **Safeguards**

The Public Interest Disclosure Act (1999) gives legal protection to employees against being dismissed or penalised by their employers as a result of publicly disclosing certain serious concerns. The LEP believes that no member of staff should be at a disadvantage because they raise a legitimate concern.

The LEP will not tolerate harassment or victimisation and will take action to protect Disclosers when they raise a concern in the public interest.

### **Raising a concern**

If a Discloser experiences something in the workplace which they consider a relevant concern, it is important that the concern is raised as early as possible. Proof is not required at this point – it is for the LEP to investigate. The Discloser must, however, have a reasonable belief that disclosing the information is in the public interest before raising a concern.

All concerns will be treated in confidence and every effort will be made to protect the Discloser's identity if they wish to remain anonymous. However, at the appropriate time, it is possible that the Discloser will need to come forward as a witness for the matter to progress.

It is important to follow the correct procedure when raising a whistleblowing concern. The following steps should be adhered to:

- a. It is important that the concern is raised with the person best placed to deal with the matter, in most cases this will be the Responsible Officer. However, the Discloser may want to raise the concern with someone they know and trust, such as their line manager who can raise it with the Responsible Officer on their behalf.



- b. If it is suspected that the concern may implicate the line manager in some way, then it could be raised with a more senior manager in the line management chain.
- c. If the Discloser is unable to raise a relevant concern with a line manager or a senior manager or feel that it has not been adequately addressed, it should be raised directly with the Responsible Officer.
- d. Ultimately, the Discloser can raise their concern with the LEP via the Responsible Officer, the Company Secretary using the following contact details:

Laura Sales, Company Secretary, Lancashire Enterprise Partnership  
C/O Lancashire County Council  
Legal and Democratic Services  
Christ Church Precinct  
Preston  
PR1 8XJ

Email: [enquiries@lancashirelep.co.uk](mailto:enquiries@lancashirelep.co.uk)

#### **Information needed to raise a concern**

When raising a concern under the procedure the Discloser should try to provide the following information:

- the background and reason behind the concern
- whether they have already raised a concern with anyone and the response
- any relevant dates when actions related to the concern took place.

This information should demonstrate that there are reasonable grounds for the concern to be acted upon. It is important that matters are not investigated by the Discloser themselves.

If applicable, personal interests must be declared from the outset.

#### **How the concern will be handled**

All investigations will be conducted sensitively and as quickly as possible. While the LEP cannot guarantee that the outcome will be as the Discloser may wish, it will handle the matter fairly and in accordance with this procedure.

Once a concern has been raised with the Responsible Officer, a meeting may be arranged with relevant staff members to determine how the concern should be taken forward.

The LEP may decide to take the matter forward by a number of methods, including:

- An internal inquiry or other formal investigation
- An internal or external audit
- Referring the matter to the police
- Referring the matter to another relevant authority for investigation.

Before a final decision is taken on how to proceed, or as part of the investigation, the Discloser may be asked to meet with those investigating their allegation.

If a meeting is arranged, the Discloser may wish to be accompanied by a trade union representative, colleague or friend. The person who accompanies the Discloser should not be involved or have a direct interest in the area of work to which the concern relates. The meeting can be conducted over the telephone rather than face to face.

Within 10 working days of a concern being raised, the LEP's Responsible Officer will write to the Discloser to:

- Acknowledge that the concern has been received
- Indicate how they propose to deal with the matter
- Give an estimate of how long it will take to provide a final response
- Tell the Discloser whether any initial investigation or enquiry has been made
- Tell the Discloser whether further investigation will be made, and if not, why not.
- Tell the Discloser how frequently the LEP will keep them up to date on progress of the investigation.

The amount of contact between the LEP and the Discloser concerned will vary, depending on the concern raised, any difficult issues and any further clarity required. If necessary, the LEP will seek further information from the Discloser.

The LEP will confirm when the matter is concluded and, if appropriate, the outcome of the investigation, maintaining security and confidentiality for all parties as far as possible.

Throughout any investigation, the Discloser will still be expected to continue their duties/role as normal unless deemed inappropriate.

### **Confidentiality and anonymity**

The best way to raise a concern is to do so openly, as this makes it easier for the LEP to investigate and provide feedback.

Any disclosures made under this procedure will be treated in a sensitive manner. However the LEP recognises that the Discloser may want to raise a concern in confidence, i.e. they may want to raise a concern on the basis that their name is not revealed without their consent.

The LEP will respect any request for confidentiality as far as possible, restricting it to a 'need to know' basis. However, if the situation arises where it is not possible to resolve the concern without revealing the Discloser (for example in matters of criminal law), the LEP will advise them before proceeding. The same considerations of confidentiality should be afforded to the recipient(s) at the centre of the concern, as far as appropriate.

The LEP always encourages potential Disclosers to speak up about potential serious wrongdoing in a way that they feel comfortable. Disclosers may choose to raise concerns anonymously, i.e. without providing their name at all. If this is the case, the investigation itself may serve to reveal the source of information. Disclosers are therefore encouraged, where possible to put their names to concerns raised. When anonymous concerns are raised, they will be treated as credible and investigated so far as possible.

### **Protection**

If a concern is raised in the reasonable belief that it is in the public interest and procedures have been followed correctly, the Discloser raising the concern will be protected by the terms of this policy and, where applicable, by whistleblowing legislation (see gov.uk for more information on who is covered by whistleblowing legislation). Where a Discloser has been victimised for raising a concern, the LEP concerned will take appropriate action against those responsible, in line with the LEP's disciplinary policy and procedures.

### **Changes to procedures or policy as a result of whistleblowing**

If changes are made to LEP policies and processes as result of whistleblowing investigations, the LEP will publicise the changes as appropriate, taking into consideration the importance of protecting the anonymity and confidentiality of individuals.

### **Untrue allegations**

If a Discloser makes an allegation but it is not confirmed by the investigation, no action will be taken against them. However, if a malicious or vexatious allegation is made without good reason to: cause trouble; for personal gain; or to discredit the LEP an investigation may take place. Where the Discloser is an employee or a LEP Board Member or a contractor this may result in disciplinary or other action if they have

broken the terms of their employment, acted against the LEP Code of Conduct or broken a clause in a contract.

#### **How this matter can be taken forwards if you are not satisfied**

This procedure is intended to provide Disclosers with an avenue to raise legitimate concerns. If you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you can report it directly to the Cities and Local Growth Unit in the Department of Communities and Local Government and the Department of Business Energy and Industrial Strategy, at the following email address: [LEPPolicy@communities.gsi.gov.uk](mailto:LEPPolicy@communities.gsi.gov.uk) or by writing to: LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as "Official - whistleblowing".

In addition, if you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you may consider raising it with:

- The police
- The relevant regulatory body or professional body
- Your Trade Union
- Your solicitor
- Your Citizens Advice Bureau

Further information and signposting for potential Disclosers is available on [www.gov.uk](http://www.gov.uk).

If a Discloser does take the matter outside the LEP, to an external body, they should ensure they do not disclose information that is confidential, for example, if you are an employee your contract of employment may set out expectations of your regarding what is confidential.

#### **Feedback on Whistleblowing Policy**

Any feedback or comments on this policy should be directed to the LEP's Responsible Officer.

## Annex '124'

### Lancashire Growth Deal Communications Protocol

Formatted: Font: 11 pt

#### Overview

This Lancashire Growth Deal Communications Protocol has been developed to assist partners and stakeholders to proactively and effectively communicate key messages relating to Lancashire's £320M Growth Deal programme.

The Communications Protocol focuses on two aspects. Firstly, it provides partners and stakeholders with an understanding of the protocols which the Lancashire Enterprise Partnership (LEP) has agreed to adhere to with government in the promotion of Lancashire's £320M Growth Deal and as part of the wider agenda of promoting the government's Northern Powerhouse initiative. Secondly, it provides partners with an agreed protocol for promoting individual Growth Deal schemes.

#### Promoting the Lancashire Growth Deal and the Northern Powerhouse Initiative

In November 2016, the Lancashire Enterprise Partnership became one of the first LEPs to become a partner in the Government's Northern Powerhouse Partner Programme.

In signing up to be a Partner, government has encouraged partners to use key messages as part of any promotional activity. These are as follows:

- The government is committed to building a Northern Powerhouse to help the great cities, towns and rural communities of the North pool their strengths and take on the world.
- The government is taking a coherent and targeted approach to building the North's economy, focusing on tackling the major barriers to productivity facing the region – skills, enterprise, connectivity and trade.
- The government is backing business growth right across the North, and giving our great cities the power and resources they need to reach their huge untapped potential.
- Building a Northern Powerhouse is about boosting the local economy by investing in skills, innovation, transport and culture. The government will devolve significant powers and budgets to directly elected mayors to ensure decisions on the North are made by the North.
- The government is committed to fuelling local economies by encouraging investment, improving transport, boosting skills and creating new jobs. The Prime Minister appointed a dedicated Northern Powerhouse Minister to work with colleagues across the whole of government to make the North a driving force in the UK economy.

- The whole machinery of government will push on with plans to build an economy that works for everyone. The government wants to get all of our great cities firing on all cylinders.
- The Northern Powerhouse forms part of our modern Industrial Strategy which will build upon our strong economy and help businesses up and down the country seize the opportunities presented by Leaving the EU.

Building the Northern Powerhouse is also focussed on generating momentum across five key pillars:

- Connectivity and Transport;
- Education and Skills;
- Enterprise and Innovation;
- Trade and Investment; and
- Quality of Life

#### **Growth Deals**

To date the government has awarded £3.4 billion in Growth Deals in the Northern Powerhouse. This is providing targeted financial support to locally-determined projects in order to unlock growth and give local people the powers and tools they need to drive forward growth for their areas.

Lancashire has received £320M in Growth Deal funding to date which has been allocated to 44 projects across the County. The Lancashire Growth Deal is focussed around the following four themes:

- Releasing Growth Potential;
- Renewal of Blackpool;
- Growing the local Skills and Business Base; and
- Innovation and Manufacturing Excellence.

#### **Partner Support**

The Northern Powerhouse Partner Programme is open to businesses, institutions and organisations with a presence in the region who want to become advocates and pledge support.

Government is actively working with partners to maximise Northern Powerhouse promotional opportunities by collaborating and speaking with one voice to tell a powerful story about the North.

A range of brand assets have been created for partners with content including partner badges, brand guidelines, an extensive image library and press release templates.

#### **Communications Channels**

Government is using a range of channels to communicate the Northern Powerhouse initiative, including major investment programmes such as Growth Deal.

These include:

- Digital;
- Media;
- Visits; and
- Events

However, there is also a focus on driving the Northern Powerhouse forward through:

- Increased brand awareness;
- Embedding the Northern Powerhouse narrative in key messages, statistics and in business plans and strategies; and
- Joined up communications.

#### **Delivering a Lancashire Communications Protocol**

The Lancashire Growth Deal is a £320M programme, secured by the Lancashire Enterprise Partnership from Government.

Local Growth Fund resources will fund a wide range of high-profile capital projects across the county, all of which aim to realise Lancashire's potential for economic growth.

All Growth Deal projects have leveraged public and private sector investment by way of local contributions and in the delivery of jobs, housing and economic growth.

The Growth Deal is managed as a whole programme by the LEP. This necessitates interaction between the funding secured and the outputs and outcomes generated by individual projects and the programme as a whole.

As communications is a fundamental part of this 'whole programme' approach it is important to ensure:

- Strategic and consistent messages about the significance of the Growth Deal are managed and communicated effectively;
- The Growth Deal is consistently referenced as a Lancashire-wide initiative;
- The LEP is referenced for its role in securing funding and overseeing the implementation of the Growth Deal programme; and
- Recognition of the investment made by Government through the allocation of Local Growth Fund resources to Lancashire.

Individual partners should communicate these points whenever they are involved in any communications linked to any individual Growth Deal projects.

#### **Approach/Governance**

As of July 2107, the LEP's appointed Media and Communications Agency, SKV, will lead on the overarching strategic Growth Deal communications strategy to ensure it aligns with the wider

Lancashire economic narrative. Updates will be supplied by SKV to the Growth Deal Management Board regarding the overarching communication activity for the Growth Deal programme. This will be supported by local partner reporting.

Partners will still lead on communications for their own projects locally, and should share their proposed PR approach and any draft press releases in advance with SKV to ensure there is consistency and no duplication.

### **Media handling**

#### **Reactive:**

- SKV, on behalf of the LEP, will manage all generic reactive media enquiries about Lancashire's overarching Growth Deal programme, informing and working with relevant partner organisations' communications teams as and when appropriate.
- Where there is a specific point relating to an individual project at a local level the media enquiry should be directed to and handled by the appropriate partner in the first instance, liaising with SKV if deemed appropriate.

#### **Proactive:**

- SKV will create the first draft of any proactive media releases relating to Lancashire's Growth Deal programme as a whole, and will seek approval from local partners as appropriate.
- Individual partners will continue to produce proactive media releases relating to their own projects for local audiences, and share these with SKV to review prior to being issued.
- Projects which are considered to be of national or regional importance, SKV will liaise with the relevant local partner to ensure appropriate and consistent strategic messaging is reflected in any media releases.

### **Growth Deal Programme - description and key messages**

All proactive releases should include the following boilerplate within **notes to editors**. This copy, or parts of it, can also be included in the body of any press release to describe the wider context of the Growth Deal programme and its key messages:

#### **BOILERPLATE: About Lancashire's Growth Deal Programme**

In the last three years the Lancashire Enterprise Partnership (LEP) has successfully secured £320m of Growth Deal investment from the Government's Local Growth Fund.

This funding, one of the largest Growth Deal settlements to be allocated to a LEP, is designed to help improve and upgrade existing commercial infrastructure, kickstart new economic initiatives, and unlock additional private investment to drive further growth across the county.

Over 40 projects have directly benefitted from the LEP's Growth Deal Programme. These include:



- New and improved transport connections including the Blackburn-Bolton Rail Corridor; the Broughton Bypass; the Centenary Way Viaduct; and the Hyndburn-Burnley-Pendle Growth Corridor;
- World-class higher education, research and vocational skills provision and facilities including UCLan's flagship Engineering and Innovation Centre; the national Energy HQ in Blackpool; Lancaster's Health Innovation Campus; and Myerscough College's Food & Farming Innovation Centre;
- A wide-ranging package of regeneration programmes specifically for Blackpool including a new international conference centre at the Winter Gardens complex; the development of Blackpool town centre 'Green Corridors'; traffic management, bridge and road improvements and an extension of Blackpool's tram network.

The Growth Deal programme will help to generate up to 11,000 new jobs, create 3,900 new homes and attract £1.2 billion of additional public and private investment for Lancashire.

Lancashire's Growth Deal programme is also fully aligned to other major economic initiatives such as the £450m Preston, South Ribble and Lancashire City Deal, the £20m Growing Places Investment Fund, and the Lancashire Advanced Manufacturing and Energy Enterprise Zone Cluster.

For more information visit [www.lancashirelep.co.uk](http://www.lancashirelep.co.uk)

#### **Media Spokespeople**

On issues relating to the overarching Growth Deal Programme a LEP spokesperson should be quoted and/or be put forward for interview.

Individual partners should continue to nominate their own spokespersons to comment on specific projects at a local level and are encouraged to seek a supportive quote from the LEP for press releases when appropriate.

#### **Branding**

Recognising that individual projects are also funded by project sponsors themselves and via other contributions, a co-branding approach will be adopted whereby all signage and other material produced for individual projects will feature the Lancashire Enterprise Partnership & Northern Powerhouse logos.



The LEP and NHP logo block (see above) - which will be emailed to you separately in a variety of file types and sizes - should be placed alongside that of the project sponsor and other funders as appropriate, and should be of equal scale and prominence.

If you need to request the logo block to be re-supplied, please contact SKV Communications.

If it is not possible to display the logo on materials or are there are space and size restrictions, a text reference indicating the support received should be used as follows:

**This project is part-funded via the Lancashire Growth Deal.**

#### **Public Information**

Individual partners will retain responsibility for engagement at a local level for their own projects.

#### **Growth Deal Programme Evaluation & Reporting**

Local partner PR activity linked to Growth Deal projects need to be fed into the Growth Deal Management Board meetings, which in turn feed into LEP board papers.

Local partner communication teams are asked to continue to briefly summarise any Growth Deal related PR activity undertaken, and any known future PR milestones/opportunities on a six-monthly basis, which needs to be sent to SKV.

SKV will use these reports to inform a wider communications summary which will be included twice yearly in the GDMB report.

A reporting template, and deadlines for submissions, will be provided via email to help partners with this process ten working days before they are required by SKV.

#### **Lancashire Growth Deal Communication Contacts**

For any queries or questions about Growth Deal communications, or any aspect of Growth Deal media and PR protocols, please contact SKV Communications on 0161 838 7770.

#### **Email contacts:**

[richard.bond@skvcommunications.co.uk](mailto:richard.bond@skvcommunications.co.uk)

[jason.grimsley@skvcommunications.co.uk](mailto:jason.grimsley@skvcommunications.co.uk)

NB. If the issue is considered to be of high importance please also ensure you copy in the LEP's [lead on media and communications activity](#);

Rachel McQueen, Chief Executive of Marketing Lancashire: [rachel@marketinglancashire.com](mailto:rachel@marketinglancashire.com)

and

Kathryn Molloy, Head of LEP Co-ordination: [Kathryn.molloy@lancashire.gov.uk](mailto:Kathryn.molloy@lancashire.gov.uk)

#### **Growth Deal Programme Evaluation & Reporting**

Local partner PR activity linked to Growth Deal projects need to be fed into a Communications Update Report which will be presented to the Growth Deal Management Board on a six-monthly basis.

Local partner communication teams are asked to continue to briefly summarise any Growth Deal related PR activity undertaken in the previous quarter, and any known future PR milestones/opportunities.

#### **Growth Deal Programme Communications Protocol Summary**

- SKV will be responsible for overarching Growth Deal external PR activity on a regional and national basis on behalf of the LEP from July 2017.
- Local partners will continue to be responsible for all Growth Deal project PR on a local level.
- Local partners are required to liaise with SKV in advance of issuing any local press releases to ensure wider LEP/Growth Deal messages are included when appropriate.
- Local partners will be required to nominate a local spokesperson for local Growth Deal PR activity, but a LEP spokesperson may also be nominated/sourced by SKV in addition when appropriate.
- Local partners are required to include the updated boiler plate (see above) on all Growth Deal related press release notes to editors, and use Growth Deal and LEP descriptors/key messages from within the boiler plate text in press release body copy when appropriate.
- When branding is required on any Growth Deal communications collateral, partners are required to use the LEP/Northern Powerhouse logo block as supplied.
- Local partners will be asked to submit a brief six-monthly summary of past, present and future PR activity in advance of the quarterly Growth Deal Implementation board meeting based on a reporting template which will be sent ten working days in advance of deadline.
- Local partners are encouraged to engage with SKV, and share any ideas or highlight any issues, in advance of undertaking any Growth Deal related PR activity to see where SKV/the LEP can add-value to, or support, the local project's PR.

### **Lancashire Growth Deal Communications Protocol**

---

#### **Introduction**

The Lancashire Growth Deal is a £250 million plus deal, secured by the Lancashire Enterprise Partnership, which provides Local Growth Fund resources for a range of high profile projects across the county, all of which aim to realise the county's potential for economic growth.

The projects fall into three main categories:

- Infrastructure (Buildings, Transportation)
- Skills Development
- Innovation (e.g. translation of R&D to Impact)

Individual projects are also funded by project sponsors and other local contributions.

The Growth Deal initiative will be managed as a whole programme which will necessitate interaction between the funding, outputs and outcomes of individual projects.

The purpose of this protocol is to ensure that:

- strategic level messages about the significance of the Growth Deal are communicated effectively;
- the Growth Deal is consistently referenced as a Growth Deal for Lancashire;
- and the LEP is referenced for its role in securing funding and overseeing the implementation of the Growth Deal programme.

Individual partners should retain full responsibility for communicating the details of the individual projects in line with points (i) and (ii) above.

#### **Approach/Governance**

As the Accountable Body for the LEP, Lancashire County Council Communications Service will provide the lead on the Growth Deal Implementation Programme Board, feeding back to the communications teams of the partner organisations (Blackpool Council, Blackburn with Darwen Council, Lancaster University, UCLan, Blackpool and the Fylde College, Chorley Borough Council, Rossendale Borough Council, Pendle Borough Council and Burnley Borough Council).

Partners will lead on communications for their own projects and will share their approach with the LCC communications service and SKV Communications, acting on behalf of the LEP.

There will be a plain English approach to all communications.

The Growth Deal comms activity will feed into existing comms plans to ensure there is consistency and no duplication.

All projects will have a named comms lead.

The Growth Deal will have web presence on the LEP website and be linked to from all partner sites.

This protocol will form part of the LEP's Assurance Framework which will be published on the LEP website.

#### **Media handling**

- **Reactive** LCC and SKV Communications will manage all generic reactive media enquiries about the Growth Deal – informing relevant partner organisations' comms as appropriate. Where there is a specific issue relating to an individual project, the media enquiry will be dealt with by the appropriate partner, with the response shared with the LCC communications service, acting on behalf of the LEP.

- ~~Pro active~~ LCC and SKV Communications will create first draft of any pro active media releases relating to the Growth Deal as a whole, this will be approved with partners.

~~Individual partners will produce proactive media releases relating to their own projects.~~

~~All proactive releases will include the boilerplate description below.~~

~~An agreed list of spokespeople for each organisation will be maintained.~~

~~A social media schedule will be developed and actioned by the most appropriate authority, depending on the message—all other authorities will re-tweet/link to this activity.~~

#### **Boilerplate description**

~~All proactive news releases issued either by Lancashire County Council on behalf of the LEP, or by individual partners regarding specific Growth Deal funded projects, will include the text below. The text can either appear in the body of the news release or in the "Notes to editors".~~

~~"The Lancashire Enterprise Partnership has secured £251.1 million from the Government's Local Growth Fund to support economic growth in the area through the Growth Deal.~~

~~"The Lancashire Growth Deal aims to realise the growth potential of the whole of Lancashire, building on key local economic assets including the universities and colleges, the Enterprise Zone, the Preston, South Ribble and Lancashire City Deal and high value business clusters across the county.~~

~~"Over the lifetime of the deal (2015 – 2021) the Growth Deal is expected to create up to 8000 new jobs, 3000 new homes and attract £280m of additional public and private investment to Lancashire."~~

#### **Spokespeople**

~~On issues relating to the Growth Deal as a whole, a representative of the LEP, normally Graham Cowley as Growth Deal Management Board Chair, will be the primary spokesperson.~~

~~Individual partners will nominate their own spokespersons to comment on specific projects.~~

#### **Key Messages**

~~The Lancashire Growth Deal aims to realise the growth potential of the whole of Lancashire, building on key local economic assets including the universities and colleges, the Enterprise Zone, and the Preston, South Ribble and Lancashire City Deal.~~

~~Over six years, 2015 to 2021, the Growth Deal will deliver:~~

- ~~£251.1 million investment~~
- ~~Up to 8000 new jobs~~
- ~~3000 new homes~~
- ~~£280m in leveraged public and private investment~~

### **Branding**

Recognising that individual projects are also funded by project sponsors and other local contributions, a co-branding approach will be adopted whereby all signage and other material produced for individual projects will feature the Lancashire Enterprise Partnership logo alongside that of the project sponsor and, where appropriate, other funders.

### **Stakeholder Engagement**

In addition to the stakeholder engagement work carried out by partners to support individual projects, LCC communications service will support the LEP on broader stakeholder engagement, using channels such as the LEP website and the LEP chair's regular blog.

### **Public Information**

Individual partners will retain responsibility for engagement at a local level for their own projects.

### **Evaluation**

- Communications outputs include Media/social media statistics
- Web hits

## **Preston, South Ribble and Lancashire City Deal**

### **Cascading information to stakeholders**

---

The draft framework below outlines an order for cascading information/announcements relating to highway schemes, local planning applications and [HCA-Homes England](#) owned land.

It complements the communications protocol established by partners earlier this year.

#### **Highways and transport master planning messages (LCC lead)**

**Major update/proposal relating to scheme – if it is linked to a decision making report do not circulate report prior to it being published on the Lancashire County Council website**

1. LCC project officers to brief Leader, Deputy Leader, Cabinet Member and Chief Executive
2. LCC project officers to brief Preston/South Ribble key officers
3. LCC comms officers to brief Preston/South Ribble comms, agree media relations approach and circulate draft news release as appropriate
4. LCC project officers to brief local member/s and offer a face to face briefing (if appropriate) prior to report being published online
5. Preston/South Ribble project officers to brief as appropriate in their organisations (officers and councillors) prior to any report being published online or external communications being issued
6. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
7. Report published on the LCC website
8. LCC comms to issue press release and note to a wider group of stakeholders
9. Preston/South Ribble comms leads to cascade information to their stakeholders

#### **Update on scheme delivery**

1. LCC project officers to brief local member/s and offer a face to face briefing (if appropriate)
2. LCC comms to issue press release and note to a wider group of stakeholders
3. Preston/South Ribble comms leads to cascade information to their stakeholders

#### **Relevant Local Plan, master planning and local planning applications (district lead)**

1. Preston/South Ribble project officers to brief LCC officers
2. Preston/South Ribble comms to brief LCC comms, agree media relations approach and circulate draft news release as appropriate
3. LCC project officers to brief as appropriate in LCC – officers and members
4. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
5. Preston/South Ribble comms issue press release

6. LCC comms to cascade information to a wider group of stakeholders if appropriate e.g. milestone event

**Disposal of ~~HCA-Homes England~~ land or ~~Homes England~~HCA planning applications (~~HCA Homes England~~ lead)**

1. ~~HCA-Homes England~~ project officers to brief LCC and district key officers
2. LCC/district project officers brief as appropriate in their organisations
3. LCC and district project officers to highlight any relevant issues to comms/senior officers following their respective briefings to members
4. ~~HCA-Homes England~~ comms to brief LCC/district comms, agree media relations approach and circulate draft news release as appropriate
5. ~~Homes England CA~~ comms issue press release
7. LCC/district comms to cascade information to a wider group of stakeholders if appropriate e.g. milestone event



## Annex '132'

### Lancashire Growth Deal Project Proposal Assessment Criteria

#### Strategic Relevance

For example, does the project deliver across a number of SEP objectives? Contribute to LEP cross-boundary working? Does the project contribute to the delivery of national policy objectives?

#### Economic Impact

For example, in terms of GVA, does the project generate a high (>£30M), medium (£10-30M) or low (<£10M) level of economic impact? Any details available regarding GVA per job created?

#### Employment Creation

For example, does the project deliver new and additional employment growth or is the focus on safeguarding local employment? Does the project have a high (>1,000 new jobs), medium (250-999 new jobs) or low (<250 new jobs) employment impact? Any cost per job details available?

#### Housing Growth

For example, does the project generate a high (>1,000 new homes), medium (250-999 new homes) or low (<250) impact on housing growth?

#### Business Case Ratio (for Transport Schemes only)

For example, does the transport scheme have a low/medium (<2), high (2>4) or very high (4>) BCR?

#### Private Leverage

For example, does the project leverage low (1:1), medium (2:1) or high (>3:1) levels of private sector investment?

#### Deliverability (for projects starting in 2015/16)

For example, are there any outstanding land assembly or ownership issues? Are all relevant planning consents currently in place? If not, will these be in place by 1 January 2015? What is the current status of the relevant Local Plan? Is the required match funding in place and confirmed by relevant funders?

#### Scaleability

For example, is the project capable of being delivered with less Growth Deal investment? By how much and what is the likely impact on the scale/quality of outcomes delivered?

## Annex '143'

### **EDUCATION AND SKILLS FUNDING AGENCY**

#### **CONFLICT OF INTEREST PROTOCOL**

All procurements carried out by the public sector are subject to the EU treaty-based principles of transparency, non-discrimination and equal treatment apply.

The Chief Executive of [the Education and Skills Funding](#) (the Agency), as the Contracting Authority, must therefore take effective measures to identify and avoid conflicts of interest which arise in the course of a procurement project which could or be seen to give one or more applicants an unfair advantage and may distort competition.

The protocol applies to all those involved in a procurement process whether employees of the Agency or individuals from any other organisation that may be involved in any stage of the procurement from specification development to decisions on contract award.

The purpose of putting in place a protocol is to

- avoid any conflict of interest which could distort competition;
- give an unfair advantage to bidders;
- avoid challenge at the end of the procurement process
- and/or at future audit

The approach applies equally to individuals and organisations and includes the disclosure or misuse of confidential information.

The Agency reserves the right to exclude from tendering for a contract and may refuse to award a contract to any organisation where its employees, shareholders or anyone else with a financial interest in the outcome of the tender have been involved in any part of the procurement process including the development of the specification or evaluation process and/or any individual where, in the Agency's opinion, this would or has given the organisation an unfair advantage.

All individuals involved in the procurement process will be required to sign a copy of the Conflict of Interest Declaration and Confidentiality Agreements which can be found at Annex 1 and Annex 2 of this protocol.

Signatures will be collected at appropriate times in the process. In addition, when a procurement has reached the evaluation and moderation stage, system based declarations apply to each individual bid/response. Any individual not signing any declaration will be excluded from being involved in the procurement project until the required documents are received. All Declarations and/or Confidentiality Agreements will be retained with the documentation relating to governance.

#### **FOR ESF PROCUREMENT PROJECTS**

When the Agency receives a LEP Procurement Initiation Document (PID), it must be accompanied by a list of names of individuals that the LEP wishes to be involved in the procurement project. The

list containing the information required can be found at Annex 3. The Agency will then collect the required signatures ensuring that individuals understand the implications of the Conflict of Interest Declaration. Any individual not signing the required documents will be excluded from being involved in any procurement project until such time as the forms are received.

It is the responsibility of the LEP to ensure that any changes are notified to the Agency as soon as possible to ensure that the Declarations can be put in place without delay.